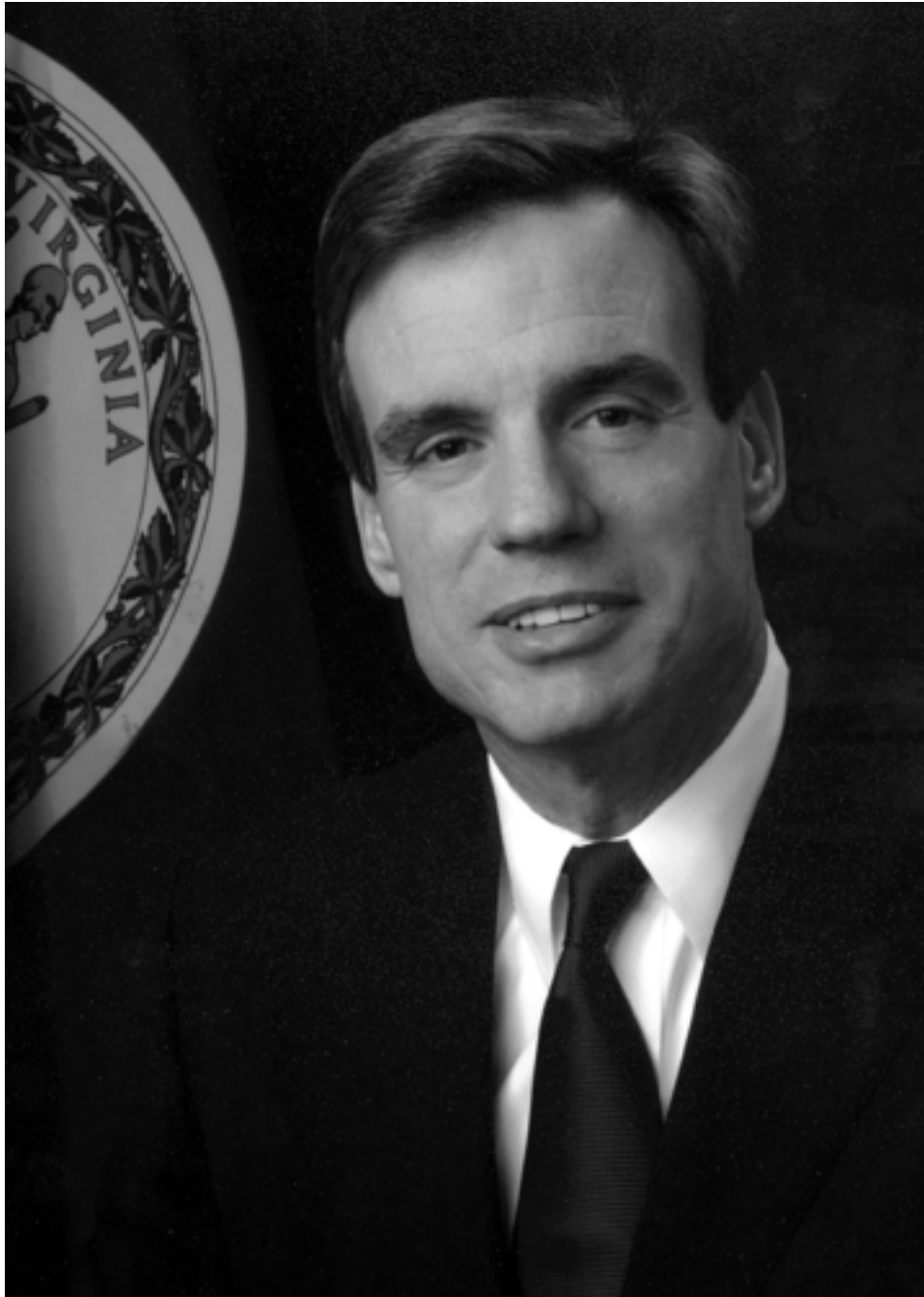


# THE FIRST 100 DAYS



**Mark R. Warner**  
69th Governor of Virginia

April 22, 2002



**Mark R. Warner**  
**Governor of Virginia**

## **A Letter from Governor Warner**

April 22, 2002

Dear Fellow Virginians,

I want to thank you for taking time to read this overview of our First 100 Days in office.

For me personally, this has been an exciting time, and I remain deeply grateful to the thousands of Virginians who entrusted me with the honor of serving as Governor.

Throughout my campaign, I promised to govern without regard for the partisan and regional divisions that have held us back for so long. I promised an administration that would be diverse, bipartisan, and accountable. My goals can be summed up in three words: Put Virginia First.

After 100 days, we have made significant progress toward that goal. We won passage of a carefully crafted state budget – avoiding the rancor that prevented a budget from even being passed last year. We have helped create more than 2,500 new jobs, many of them in areas that have experienced economic setbacks in recent months. We dispatched our Economic Crisis Strike Force to areas of Southside that need help. We have kept our commitment to trust the people to decide how best to help meet their transportation needs. We have launched a sweeping review of the very functions of state government, and we have created a new system of performance agreements for senior state officials. We have begun working on a long-term plan to increase funding for public education. We have enrolled more than 3,000 additional children – an increase of more than 10 percent – in to FAMIS, the federal-state plan to provide health insurance to children of working families. Perhaps most importantly, we have restored civility to the political process and brought a new era of cooperation between the General Assembly and the Governor's Office.

This report is designed to let you know how your state government is working. It is a work in progress. We want to hear your thoughts. As you read through this, if you have any questions or concerns, please give us a call at 804-786-2211 or send us an e-mail through our website, [www.governor.state.va.us](http://www.governor.state.va.us).

Thanks for your interest and your assistance in helping us Put Virginia First.

Sincerely,

Mark R. Warner

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## **First 100 Days**

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### **Executive Summary**

From the first day of his administration, Governor Warner has been committed to putting Virginia first. His leadership team is composed of the most highly qualified professionals in Virginia, and they were selected without regard to political background.

When Governor Warner took office, he found state government bitterly divided. The mistrust and the divisions caused by last year's unprecedented failure to pass a budget had not been repaired. Too many Virginians were facing economic uncertainty.

In his January address to the General Assembly, Governor Warner said Virginians “ask three things: courage to do the right thing, a willingness to share in the sacrifices we ask of them, and plain old straight talk.”

No area cried out for straight talk more than the state budget. For too long, since new spending and revenue reductions had been passed without regard to their long-term impact, the budget was structurally out of balance. Repairing the Commonwealth's finances and restoring fiscal integrity had to be job one.

To ensure the Commonwealth's fiscal integrity, Governor Warner insisted on

- honesty and openness in the budget process;
- conservative forecasting of available revenues;
- no new spending commitments whose costs balloon in out years;
- no further actions that reduce revenue without accompanying spending cuts; and
- no new spending commitments that take effect beyond the next biennium.

This common sense, businesslike approach to the bottom line was new to state government – but it was exactly what was needed to restore fiscal integrity.

Sound accounting and management principles alone would not be enough. As a businessman, Governor Warner recognized that American businesses have retooled and reorganized extensively in recent years to become more efficient and cost-effective. Unfortunately, state government has not gone through those same changes. In order to retool state government for the twenty-first century, Governor Warner appointed the Commission on Efficiency and Effectiveness, chaired by former Governor L. Douglas Wilder.

For the first 100 days of Governor Warner's term, repairing the budget has been his main focus – but there are, of course, other challenges facing the Commonwealth.

To help him face these challenges, Governor Warner's team consists of the thousands of professional, hard-working state employees who serve the people of Virginia every day. The economic downturn and the recent budget challenges unfortunately have prevented the Commonwealth from providing well-deserved raises to state employees for far too

long. Instead, the General Assembly proposed giving them a one-time bonus or additional vacation time late this year. As a way to say “thank you” for all their hard work during these trying times, Governor Warner proposed advancing the bonus to the last check state workers receive in August and the vacation effective date to as early as July. The General Assembly agreed to his recommendation.

As Virginia's chief economic development officer, Governor Warner has worked hard to help working families make it through tough economic times, as well as to plan for long-term economic growth. He created the Governor's Economic Crisis Strike Force – a rapid response team for areas hit by sudden economic disasters – and deployed it to Southside Virginia. He successfully won passage of an extension of unemployment benefits. And to help fuel economic recovery, he helped recruit more than 2,500 new jobs to Virginia.

The center of a strong economy is a highly skilled workforce. In this changing economy, education has never been more important. To reward Virginia's top teachers, Governor Warner was able to restore the Commonwealth's commitment to teachers who obtain national certification. To better prepare students for the workplace, Governor Warner obtained funding to launch the Virginia Career Education Foundation, a public-private foundation to leverage private investment to expand career and technical training in public schools. Governor Warner knows that for Virginia to prosper in the coming years, we cannot afford to treat vocational education as a second-class education any longer.

Governor Warner recognizes the growing consensus that Virginia's public schools need additional resources to prepare students to succeed. Numerous studies have reached that same conclusion in recent years, including a study by the General Assembly's own watchdog agency late last year. In order to address these needs, Governor Warner is convening a high-level working group to assemble an action plan. This team will review the existing studies and develop an implementation strategy in time for next year's General Assembly session. The panel's work will focus on three areas: funding mechanisms, clearly identified activities needing additional funding, and accountability.

In order to address immediate capital needs of our growing college and university campuses, Governor Warner approved legislation asking voters to approve a bond issue that will fund critical construction and repair projects. In recent years, our neighboring states have approved similar measures, and Governor Warner will work hard to promote this critical investment to maintain the competitiveness of our colleges and universities while protecting the Commonwealth's top bond rating.

To protect our communities and our people, Governor Warner appointed a Cabinet-level Assistant for Commonwealth Preparedness. This office is charged with developing a comprehensive strategy to prepare for emergencies, involving cooperation between federal, state, and local officials, as well as first responders. To provide a forum for cooperation between the Commonwealth and Virginia's military installations, Governor Warner won passage of legislation to restore the Virginia Military Advisory Council.

To protect the rights of Virginians and the integrity of law enforcement, Governor Warner successfully sought legislation to help end racial profiling. And to restore accountability, he won passage of legislation that will strengthen notification requirements for crime victims and local law enforcement, as well as to make the Parole Board leaner and more efficient.

Perhaps no area of state government needed management change more than transportation. For too long, the costs of transportation projects in Virginia have soared hundreds of millions of dollars over budget and they always seemed to be months and months behind schedule. That is why Governor Warner launched a four-month nationwide search for a new Commissioner of Transportation. The new Commissioner was hired in April, and he is charged with delivering projects on time and on budget, and with finally developing a real system of multi-modal transportation. Restoring accountability at VDOT is the critical first step in Governor Warner's plan to increase transportation investments. In the coming months, Governor Warner will be working hard to promote passage of the transportation referenda that will be on the ballot in Northern Virginia and Hampton Roads this November.

Our health and human resources agencies needed a management change as well. The state's longstanding failure to promote FAMIS – the federal-state program to insure children of working families – has meant that more than 50,000 eligible children in Virginia don't have coverage, and thousands of federal dollars have been lost. Governor Warner has directed his health and human resources team to turn around the FAMIS program and sign up these eligible children.

Unfortunately, the same fiscal issues affecting transportation and health and human resources also affect the Commonwealth's technology operations. When Governor Warner took office, state officials could not even say how much the Commonwealth spends on technology every year. Too many expensive information technology projects came in late and over budget. As a businessman, Governor Warner knows that technology can revolutionize the way we do business in Virginia – if we use it wisely.

To protect our water quality and preserve open space, Governor Warner proposed a \$5 per-ton "tipping fee" on every ton of trash dumped in Virginia. His plan would generate more than \$76 million a year for protection of Virginia's natural resources. While the proposal was not enacted, it was re-referred to the Senate Committee on Agriculture, Conservation, and Natural Resources for action before next session, and the General Assembly is expected to work with Governor Warner to enact a comprehensive plan.

The challenges that Governor Warner and the General Assembly have faced in the first 100 days have been formidable – just like the challenges of the days yet to come. There will be vigorous debate and occasional disagreement. But when it comes to the fundamental interests of our Commonwealth – our economic well-being and the safety of our citizens – Governor Warner has made a simple pledge: we will be united to Put Virginia First.



## **The First 100 Days**

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## First 100 Days

### Office of the Governor

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**William H. Leighty**  
*Chief of Staff*

**VISION**  
*One Virginia. One Future.*

**MISSION**  
*Put Virginia First.*

### *Overview*

As the Commonwealth's Chief Executive Officer, the Governor serves as head of the executive branch of state government. The Office of the Governor serves the people of Virginia by implementing the Governor's policies. In addition, by coordinating the efforts of the Cabinet, the Office of the Governor works to ensure that state government serves the people in an effective and efficient manner. Governor Warner has directed that the Office of the Governor work according to his fundamental principles of bipartisanship, inclusion, diversity, and service. The Office's responsibilities include:

- Developing, coordinating, and promoting the Governor's legislative agenda
- Communicating with Virginians through the Constituent Services office
- Responding to media inquiries
- Reviewing and approving proposed regulatory changes
- Reviewing and approving requests for clemency and restoration of voting rights
- Implementing hiring and appointment policies reflecting bipartisanship and diversity.

## ***Key Accomplishments***

**Establishing the Governor's Commission on Efficiency and Effectiveness.** This high-level commission is working to re-examine state government to see how well it serves citizens and how efficiently it provides them with needed programs and services. The commission has four main goals: (1) to identify redundant and ineffective services, (2) to recommend ways to streamline and consolidate agencies, (3) to suggest better uses of technology to improve service delivery and reduce costs, and (4) to provide advice on the use of progressive management tools to improve service delivery. The commission's final report is due to Governor Warner in December.

**Restored cooperative relations with General Assembly.** While the executive branch and the General Assembly are co-equal branches of government, in recent years the cooperative relationship between these two branches had broken down. The result has been embarrassments like last year's failure to pass a budget. This year, Governor Warner vowed to set a different tone. In his Inaugural Address, he extended the hand of cooperation and friendship to the Speaker of the House and the President *pro tempore* of the Senate. The result has been a more positive working relationship between the executive branch and the General Assembly – a relationship based on putting politics aside and putting Virginia first.

**Instituting executive agreements.** To increase strategic goal setting, goal implementation, and accountability, Governor Warner is entering into executive agreements with Cabinet Secretaries and agencies – agreements that spell out specific goals for each office to accomplish. The agreements represent the commitment of the agencies' leadership to assist the Governor in achieving the administration's priorities, as well as the Governor's commitment to support agency leaders in carrying out their responsibilities. The Executive Agreements are intended to foster effective communication, mutual accountability, and positive and effective working relationships among the Governor, Cabinet leadership, and agency leadership. This simple, businesslike tool emphasizes measurable goals and holds administration leaders accountable for their achievement.

## ***On the Legislative Front***

During his first session, Governor Warner introduced a comprehensive legislative package with the goal of improving the quality of life in Virginia.

**Extending unemployment benefits (SB 663/Sen. Hawkins & HB 1336/Del. Armstrong).** Governor Warner continues to be concerned with the plight of Virginia's unemployed workers, especially in areas that have suffered from the sudden closure of major industries. That's why he proposed legislation to prevent a cut in unemployment benefits that would have occurred in March 2002. The legislation continues benefits at the current level until January 1, 2003, it provides immediate assistance to Virginians hard-hit by the recent economic downturn, and it maintains the stability of Virginia's

Unemployment Insurance Trust Fund. During the next several months, the administration and the legislature will be undertaking a comprehensive study of the Unemployment Insurance Trust Fund. Based upon the results of that study, the Governor and the General Assembly will have the opportunity to craft comprehensive measures providing equitable compensation and benefits, maintaining low tax rates, and preserving the long-term financial health of the program.

**Reinstituting Virginia Military Advisory Council (SB 322/Sen. Stolle).** In the wake of the September 11 terrorist attack, it has become clear that a key part of Virginia's preparedness strategy must be cooperation and coordination with the many military facilities in our Commonwealth. While previous Governors used the Virginia Military Advisory Council as a tool for promoting preparedness, this panel was eliminated in 2001. Governor Warner proposed and signed legislation to re-institute the Virginia Military Advisory Council to create a forum of cooperation between the Governor and the heads of the military installations located in Virginia.

**Implementing long-term financial planning (HB 322/Del. Callahan & SB 344/Sen. Chichester).** In order to restore fiscal accountability, the General Assembly approved Governor Warner's plan to bring to state government the same common sense, long-term financial planning that all successful businesses use. The Warner legislation requires the administration to submit a six-year financial plan to the legislature by the beginning of each regular General Assembly session. Long-term planning will help shape decisions and permit necessary and corrective action before problems become more severe. This long-term financial plan will expand the Commonwealth's awareness of options, potential problems, and opportunities.

**Securing independent advocacy for Virginians with disabilities (HB 9/Del. Hamilton).** The General Assembly approved Governor Warner's plan to convert the Department for the Rights of Virginians with Disabilities (DRVD) to an independent agency – the Virginia Office for Protection and Advocacy – accountable to the Governor and the General Assembly in its mission of safeguarding the rights of disabled individuals.

**Ending racial profiling (HB 1053/Del. Melvin).** In his address to the General Assembly in January, Governor Warner proposed legislation to end racial profiling, the practice of targeting police action based on race. Racial profiling is clearly unfair. In addition, it hurts the effectiveness of police departments, which cannot enforce the law without the full confidence of the citizens they serve. To that end, Governor Warner proposed legislation under which the state will develop a model policy and guidelines for law enforcement to ensure that our officers are sensitive to and aware of cultural diversity and the potential for biased policing. The General Assembly approved this measure, and Governor Warner signed it into law.

**Reforming parole board (SB 647/Sen. Yvonne Miller).** The month before Governor Warner took office, he was troubled to learn that convicted murderers had been paroled without adequate notice to the victims' families and to local law enforcement and

prosecutors. It was clear that reform of the Parole Board was needed in order to protect the safety of our communities. For this reason, he asked Senator Miller to introduce legislation that will strengthen notification requirements for victims and local law enforcement, as well as to make the Parole Board leaner and more efficient. The General assembly approved the measure, and Governor Warner signed it into law.

**Promoting arts funding (HB 1065/Del. Van Landingham).** To promote long-term stable funding for the arts, Governor Warner proposed legislation authorizing the Virginia Arts Foundation to assist not-for-profit arts and cultural institutions and organizations in developing strategies for raising funds from nongovernmental sources.

**Initiating study to identify funding alternatives for open space preservation (SJR 159/Sen. Deeds & HJR 255/Del. Bryant).** Under these legislative resolutions, the Secretary of Natural Resources will examine options for providing a stable source of funding for conservation of open space, including options for additional grant support and public-private partnerships, and other issues regarding land conservation.

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## First 100 Days

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### Secretary of Administration



**Sandra Bowen**  
*Secretary of Administration*

#### **VISION**

*Government that works.*

#### **MISSION**

*The Administration Secretariat oversees general state government operations to ensure efficient and effective management of the people's resources.*

#### ***Overview***

The Secretary of Administration's responsibilities reach across departments and include state property, personnel, purchasing, and lab services. The Secretary is responsible for:

- Charitable Gaming Commission
- Commission on Local Government
- Commonwealth Competition Council
- Compensation Board
- Council on Human Rights
- Department of Employee Dispute Resolution
- Department of General Services
- Department of Human Resource Management
- Department for the Rights of Virginians with Disabilities
- Department of Veterans' Affairs
- Virginia Veterans' Care Center Board
- Virginia War Memorial
- Virginia Public Broadcasting Board
- State Board of Elections

## ***Key Accomplishments***

Since taking office, the Governor and the Secretary of Administration have placed the highest priority on communicating with employees and responding quickly to requests from the legislature and citizens generally. Government must be accountable to the people it serves, and for the tax dollars it expends. The Governor's priorities include measurable performance goals, employment of the best private sector management practices appropriate to government – including administrative innovations that make the most efficient, effective use of financial and human resources – and inclusive employment policies. The following accomplishments were made in the first 100 days:

**Keeping faith with state employees.** One of the Governor's top priorities since taking office has been to utilize the wealth of skills and experience in the state workforce. Communication with employees from the Governor through the Secretary of Administration has increased substantially, using payroll memorandum and e-mail correspondence. Employees have been encouraged to respond to the legislature and citizens at large without having responses cleared in advance. Despite a \$3.8 billion shortfall, provisions were made for a bonus/extra leave option for employees in the first year of the upcoming biennium and a salary increase in the second. Funding was provided to maintain employee health benefits at current levels and to minimize the financial impact on employees, despite soaring increases in the cost of the insurance program.

**Expanding electronic procurement (eVA).** The Department of General Services continues to build and fine-tune the Commonwealth's electronic procurement system to improve procurement processes and reduce costs. Vendor complaints have substantially been addressed, a way for different computer systems to work with eVA has been identified, and working capital has been increased. The system now has over 4,200 users, almost 5,000 registered vendors, 433 catalogs – or about 2 million products – on the Internet. It has processed over 16,000 transactions valued at over \$80 million. Once fully operational, eVA will provide valuable information currently not available: what the Commonwealth is purchasing, from whom, and at what costs. That information will allow volume purchases using aggregated statewide data.

**Increasing federal funds flowing to Virginia.** Governor Warner has directed the Virginia Liaison Office to place increased emphasis on working with the Virginia Congressional Delegation and federal agencies to increase the Commonwealth's share of federal resources flowing to the states. He has further directed all of the Cabinet Secretaries to work closely with the liaison office to that end. Governor Warner has met personally with the members of Virginia's Congressional delegation to develop the cooperative working relationship needed with them to increase Virginia's share of federal dollars.

## *On the Legislative Front*

### **Securing independent advocacy for Virginians with disabilities (HB 9/Del.**

**Hamilton).** The General Assembly approved Governor Warner's plan to convert the Department for the Rights of Virginians with Disabilities (DRVD) to an independent agency – the Virginia Office for Protection and Advocacy – accountable to the Governor and the General Assembly in its mission of safeguarding the rights of disabled individuals.

**Implementing a Capitol Square improvement plan (HB 1284/Del. Callahan & SB 673/Sen. Chichester).** Governor Warner proposed and the General Assembly agreed to undertake the most significant step in more than a decade to renovate the buildings in and around Capitol Square. First, the renovation of the 60-year old Art Deco State Library Building will be underway by mid-summer. Second, a master plan is under development to complete renovation of the State Capitol building and to address other facility improvements. At stake are the preservation of historic buildings, the health and safety of state employees and visitors, and efficient and cost-effective use of state property for the housing of government enterprises.

### **Controlling cost of health benefits increases for state employees (HB 30/Del.**

**Callahan).** The Governor proposed, and the General Assembly agreed, to earmark an additional \$63 million from the general fund during the next biennium to restrain the spiraling increases in health insurance premiums paid by state employees to single digits while maintaining the current level of benefits. In addition, the Governor and the legislature agreed to embark on a high-level examination over the next 12 to 24 months on methods to control health insurance costs.

**Constructing a second Virginia Veterans Care Center (HB 1284/Del. Callahan & SB 673/Sen. Chichester).** The Governor proposed and the General Assembly approved \$7.9 million in financing for the state share of the cost of construction of a new long-term care facility for the state's veterans and their spouses, to be located adjacent to the McGuire Veterans Medical Center in Richmond. Application has been made for approximately \$15 million in federal matching funds, in order to begin construction.

**Passing the Public/Private Education Facilities and Infrastructure Act (SB 681/Sen. Stosch).** Governor Warner endorsed landmark legislation which allows private entities to acquire, design, construct, and operate certain qualifying capital projects. Generally these projects would be targeted to address needs of public school systems or institutions of higher education, but could include any facility for a public purpose. The Secretary of Administration will now be responsible for developing guidelines to implement the legislation by September 30.

### **Extending the Technology Trust Fund (HB 857/Del. Phillips & SB 83/Sen.**

**Wampler).** Governor Warner approved the extension through 2004 of the Technology Trust Fund Fee, which has revolutionized the land records process in Circuit Courts across Virginia. Currently two-thirds of Circuit Courts digitally scan all land records

documents. The extension will provide the necessary funding to continue their automation efforts with the ultimate goal of allowing access to Clerks' land records from remote locations.

### ***Agency Initiatives and Accomplishments***

**Increasing EEOC investigations.** Demonstrating confidence in the state's investigative and mediation abilities, the federal office of Equal Employment Opportunities doubled its contract with the Council on Human Right this year, up from just under 50 to nearly 100 cases, which also increases the flow of federal revenues.

**Restructuring Veterans Care Center operations.** The Veterans Care Center in Salem has obtained a new management services contractor to operate this nursing home and assisted living facility for veterans. While placing the highest priority on continuing the delivery of quality care to its residents, the new contract increases the operating performance and reporting requirements to enhance the facility's management efficiency.

**Automating human resource planning.** The Department of Human Resource Management has deployed new electronic interactive tools that allow employees to develop their own career plans and make their health benefit elections on-line. Over the past quarter, managers have been provided with additional tools such as the Equal Employment Opportunity assessment and EEO calculator, which help manage risk in the face of possible workforce reductions.

**Increasing health screening for newborns.** Consolidated Laboratory Services has increased the number of genetic disorders screened in newborns. It now screens for Congenital Adrenal Hyperplasia (CAH), a disorder that can be deadly to newborns. However, its harmful effects can be virtually eliminated with prompt detection, education, and treatment.

**Expanding access to electronic voting for persons with visual disabilities.** Thanks to new technology recently approved by the State Board of Elections, visually impaired citizens will soon be able to vote unassisted – something they've never done before. New voting machines will be used in some Virginia localities for the May municipal elections.

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## First 100 Days

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### Secretary of Commerce and Trade



**Michael J. Schewel**  
*Secretary of Commerce and Trade*

#### **VISION**

*Virginia is the best state for businesses and their employees to grow and prosper.*

#### **MISSION**

*The Commerce and Trade Secretariat seeks to attract, retain, foster and support high quality businesses and jobs in Virginia in a manner that ensures the trust and confidence of our citizens and employers.*

#### ***Overview***

The Secretary of Commerce and Trade oversees 16 agencies:

- Department of Agriculture and Consumer Affairs
- Department of Business Assistance
- Department of Forestry
- Department of Housing and Community Development
- Department of Labor and Industry
- Department of Minority Business Enterprise
- Department of Mines, Minerals, and Energy
- Department of Professional and Occupational Regulation
- Milk Commission
- Virginia Economic Development Partnership
- Virginia Employment Commission
- Virginia Housing Development Authority
- Virginia Racing Commission
- Virginia Resources Authority
- Virginia Tourism Corporation
- Board of Accountancy

## ***Key Accomplishments***

From day one of his term, the Governor's top priorities for Commerce and Trade have been: 1) attracting the best companies to Virginia and creating quality jobs, 2) supporting existing Virginia businesses, and 3) addressing immediately the needs of workers in the areas hardest hit by economic dislocations. As a result of Governor Warner's focus on Virginia's economic development, key accomplishments during his administration's first 100 days include:

**Creating 2,500 new jobs.** Through the cooperative efforts of Governor Warner's economic team, the Commonwealth has assisted Virginia's businesses in creating more than 2,500 new jobs and over \$234 million in new investment – including critical new knowledge-based jobs to rural Virginia. Highlights include:

- Rubbermaid expansion in Winchester
- Cerxon Micro Technologies new facility in Henry County
- Unique Industries expansion in Pittsylvania County
- Nautica expansion in Henry County
- Boeing air traffic management new office in Fairfax
- Star Scientific new facility in Mecklenburg County
- Power Systems relocation to Rockbridge County
- Frito-Lay expansion in Lynchburg
- Barr Labs expansion in Bedford County
- Target new import warehouse in Suffolk

**Creating the Governor's Economic Crisis Strike Force.** On Inauguration Day, Governor Warner signed Executive Order 2 creating the Governor's Economic Crisis Strike Force to provide a coordinated, rapid response to communities hit by economic crisis. The Strike Force was deployed to Southside in February, and three Coordinated Economic Relief Centers have been opened there. These centers provide a one-stop location for individuals to gain access to a full array of services, including: job opportunities; assistance from private and non-profit organizations; community colleges workforce training programs; intake for unemployment insurance claims; child and family healthcare insurance; monthly cash assistance or help with medical bills or fuel bills; and other services. They are located in South Boston, Martinsville-Henry County, and Clarksville-Halifax County-Mecklenburg County.

**Receiving national recognition.** In its annual Governor's Cup competition, *Site Selection* magazine – a leading economic development trade publication – ranks Virginia among the top four states in the country in fostering business expansion activity.

**Recruiting conventions to Virginia.** Governor Warner signed Executive Order 6 to enhance Virginia's efforts in recruiting regional and national conferences and conventions to the Commonwealth.

## *On the Legislative Front*

### **Extending unemployment benefits (SB 663/Sen. Hawkins & HB 1336/Del.**

**Armstrong).** Governor Warner continues to be concerned with the plight of Virginia's unemployed workers, especially in areas that have suffered from the sudden closure of major industries. That's why he proposed legislation to prevent a cut in unemployment benefits that would have occurred in March 2002. The legislation continues benefits at the current level until January 1, 2003, it provides immediate assistance to Virginians hard-hit by the recent economic downturn, and it maintains the stability of Virginia's Unemployment Insurance Trust Fund. During the next several months, the administration and the legislature will be undertaking a comprehensive study of the Unemployment Insurance Trust Fund. Based upon the results of that study, the Governor and the General Assembly will have the opportunity to craft comprehensive measures providing equitable compensation and benefits, maintaining low tax rates, and preserving the long-term financial health of the program.

**Expanding brownfields restoration and land renewal (HB 463/Del. Suit).** Governor Warner signed this bill creating the Virginia Brownfields Restoration and Economic Redevelopment Assistance Fund to help bring abandoned industrial sites back to life. By addressing environmental problems or other obstacles to revitalization, these sites can be effectively marketed to new economic development prospects.

### **Approving tobacco securitization authority (SB 457/Sen. Hawkins & HB 698 Del.**

**Byron).** At the request of many tobacco-growing communities, the General Assembly approved legislation giving the Governor authority to sell that portion of the tobacco settlement revenue that is dedicated to economic revitalization of these communities. In such a transaction, known as "securitization," the Commonwealth would go to the financial markets and trade this revenue stream in exchange for a one-time lump sum payment. According to the General Assembly's formula, the sale would be limited to no more than the 50 percent portion already set aside for tobacco-growing communities. A number of other states have used securitization, and proponents believe that it could generate a significant economic investment opportunity for communities where the economy has traditionally depended on tobacco. Governor Warner signed this measure into law. In the months to come, he'll work with financial experts and leaders in Virginia's tobacco-growing communities to determine whether securitization will be the right decision for our communities in economic transition.

### **Expanding local access to telecommunications services (SB 245/Sen. Wampler & HB 1021/Del. D.W. Marshall).**

Governor Warner is strongly committed to helping the people of rural Virginia receive high-quality, affordable access to the Internet and state-of-the-art telecommunications. Telecommunications have become critical to education and economic development. We must make sure that no part of Virginia is left behind in terms of rapid access to knowledge and the tools to attract and retain businesses. In an effort to speed deployment of high-speed communications infrastructure to under-served areas, Governor Warner signed legislation giving local governments authority to provide

affordable high-speed telecommunications services to residents. This is an important component of efforts to expand economic opportunity in rural Virginia.

**Appointing tenant representatives to Virginia Housing Development Authority (SB 396/Sen. Whipple).** To better serve Virginians living in subsidized housing, Governor Warner signed legislation creating an additional position on the Virginia Housing Development Authority Board for a tenant living in “section 8” housing, the lead federal affordable-housing program. The creation of this position makes Virginia the first state in the country to provide a full voting board position to a tenant in federally-supported affordable housing.

### ***Agency Initiatives & Accomplishments***

**Securing USDA marketing grant.** The Virginia Department of Agriculture and Consumer Services has received a \$1.2 million grant from the U.S. Department of Agriculture, to be used to promote high-quality “Virginia Grown” products and similar specialty produce marketing activities.

**Expanding export marketing.** The Virginia Economic Development Partnership has begun its new program of international trade support to Virginia companies who have not previously exported their products. The program has a particular focus on expanding exports from manufacturers in Southwest and Southside Virginia.

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## First 100 Days

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### Secretary of the Commonwealth



**Anita A. Rimler**  
*Secretary of the Commonwealth*

#### **VISION**

*To provide efficient and effective administrative support to the Governor in the performance of his executive responsibilities.*

#### **MISSION**

*The Office of the Secretary of the Commonwealth is the administrative unit of the Office of the Governor. It facilitates the gubernatorial appointments, executive pardons, extraditions and restoration of rights and service of process; administers the disclosure of economic interest laws; regulates lobbyists and notaries public; and serves as the repository of official documents of the Commonwealth.*

#### **Overview**

The Secretary of the Commonwealth serves the Governor in performing the administrative responsibilities of his office. The Secretary's Office has six sections:

- Appointments Section – processes information related to appointments to agencies, boards, and commissions
- Authentications Section – validates the Commonwealth's official documents for use by domestic and foreign governments
- Clemency, Extradition, Pardon, and Restoration of Rights Section – processes petitions for the Governor's action pertaining to the criminal justice system
- Lobbyist Registration Section – registers and regulates lobbying activity
- Notary Section – appoints and regulates notaries public
- Service of Process Section – receives legal documents that are to be served on parties to civil lawsuits.

## ***Key Accomplishments***

The Governor's directions to the Secretary of the Commonwealth were to encourage the broadest possible diversity in the recruitment of candidates for appointment to executive positions and to seats on state boards and commissions and to make the services provided by the Secretariat more accessible, user-friendly and responsive to Virginians. The following initiatives have been instituted during the first 100 days:

**Establishing an inclusive government.** An aggressive effort has been made to identify organizations and groups whose members traditionally have been underrepresented in Virginia's government and to encourage them to offer themselves and provide recommendations of others whose abilities and perspectives would be beneficial to the Commonwealth. Community, ethnic, civic, professional and trade, religious and other types of leaders have been invited to confer with the Secretary and her staff about opportunities for service. Accessibility has been increased by adding to the Secretary's website an explanation of the appointments process, a list of present and upcoming vacancies, and an application to be considered for appointment. This has resulted in the creation of a database of approximately 10,000 resumes of persons willing to serve the Commonwealth. More than 700 appointments to boards and commissions will be filled by July 1. In addition, in order to promote inclusiveness from within the Office of the Secretary of the Commonwealth, the percentage of employees who are racial minorities has increased from 6 per cent in the previous administration to 33 per cent today.

**Taking politics out of the boards of visitors.** The Secretary and her staff have implemented the Governor's commitment to de-politicize the boards of visitors of Virginia's institutions of higher education by empanelling and staffing the Governor's Advisory Commission on Higher Education Appointments. This commission is composed of Virginians with impeccable credentials and credibility as supporters of quality education. They will recommend to the Governor persons for appointment to college and university governing boards, without regard to partisan politics.

**Appointing important new commissions.** The Secretary has assisted the Governor in the creation of two new boards. The Secure Virginia Commission was established and appointed to prepare Virginia for defense against terrorist attacks similar to those of September 11. The Governors Commission on Efficiency and Effectiveness, headed by former Governor Wilder, will present recommendations later this year on ways to improve Virginia's government.

**Restoring rights to deserving Virginians.** Persons who commit felonies lose civil rights upon conviction. While the restoration of those rights should not be automatic or routine, persons who have paid their debt and have established themselves as productive and law-abiding citizens deserve to have a reasonable process whereby they may have their civil rights restored. Virginia's present procedure seems to have been designed to be cumbersome and lengthy for even the most deserving candidates. At the request of Governor Warner, the Secretary of the Commonwealth is working with the Secretary of Public Safety, the State Police, and the Counsel to the Governor to properly classify and

expedite the consideration of the backlogged cases and to make decisions on the petitions being filed now on a timely basis.

**Putting the blue book online.** Access to government information has been increased substantially by placing on the Internet *The Report of the Secretary of the Commonwealth*. Known as the “blue book,” it is the definitive resource for Virginia government. It contains the membership rosters of all state boards, commissions, and agencies, as well as courts and local government and federal officials relating specifically to Virginia. This 889-page document had been available only in hardback form at \$32 per copy. It was literally out-of-date moments after its draft was sent to the printing press. This publication is now available online for a yearly subscription price of \$25, and the information is updated weekly. Unlike other government projects, making the blue book available online was completed before the deadline and at 60% of the budget established to complete it.

**Promoting efficiency and cost cutting.** Specific criteria have been established to monitor the workload and productivity of each administrative section within the Office on a weekly basis. The appointments process has been reviewed and a 32-step procedure for filling appointments has been developed and is in use. Also, through reorganization, a decision has been made to leave two of the previous administration’s 19 positions vacant indefinitely.

First 100 Days  
**Office of Commonwealth Preparedness**



**John H. Hager**

*Assistant to the Governor for Commonwealth Preparedness*

**VISION**

*A safe and secure Virginia*

**MISSION**

*The mission of the Office of Commonwealth Preparedness is to work with others – including federal, state, and local officials, as well as the private sector – to develop a seamless, coordinated security and preparedness strategy. The Office serves as the single point of contact in Virginia for President Bush's Office of Homeland Security.*

***Overview***

Governor Warner created this new Cabinet-rank office in order to promote security measures at the highest level. The Assistant to the Governor is charged with:

- Ensuring that state resources are directed toward safeguarding our people
- Working with federal officials to obtain additional federal resources
- Ensuring coordination between state agencies with responsibility for security
- Serving as a direct liaison between the Governor and local governments and first responders on issues of emergency preparedness
- Helping educate the public on homeland security and overall preparedness issues
- Chairing the Governor's Secure Virginia Initiative Panel.

***Key Accomplishments***

**Establishing the Secure Virginia Initiative.** Governor Warner's Executive Order Seven established the Secure Virginia panel and charged it with developing plans for

improving the Commonwealth's preparedness and response and recovery capability in the case of natural disasters and emergencies of all kinds, including terrorist attacks.

**Partnering with the White House Office of Homeland Security.** From day one of the Warner administration, this Office has maintained constant communication with the White House Office of Homeland Security. Under the direction of President Bush and Homeland Security Director Tom Ridge, this Office has worked to promote the new National Alert System and to develop the Citizens Corps.

**Securing preparedness resources.** This office is leading the effort to secure additional federal funding for emergency preparedness. Virginia's unique geographic location – as home to the world's largest naval base, as a hub for Internet traffic, and as a neighbor to the nation's capital – makes increased federal funding a necessity.

**Reaching out.** The Governor's Assistant for Commonwealth Preparedness has participated in numerous speaking engagements and conference appearances in order to inform Virginians and to secure volunteers in the fight against terrorism.

### *On the Legislative Front*

**Reinstituting Virginia Military Advisory Council (SB 322/Sen. Stolle).** A key part of Virginia's preparedness strategy must be cooperation and coordination with the many military facilities in our Commonwealth. While previous Governors used the Virginia Military Advisory Council as a tool for promoting preparedness, this panel was eliminated in 2001. Governor Warner proposed and signed legislation to re-institute the Virginia Military Advisory Council to create a forum of cooperation between the Governor and the heads of the military installations located in Virginia.

**Reforming driver licensing (SB 162/Sen. Byrne & HB 638/Del. O'Brien).** Like all Virginians, Governor Warner was disturbed to learn of the loophole in Virginia's driver licensing procedures that was brought to light after September 11. While the state has made a number of administrative changes to address our security weaknesses with driver licensing, legislation was needed to further tighten policies on issuing driver licenses and official identification cards. This legislation is a significant step forward in enhancing the security of all Virginians, and Governor Warner signed it into law.

**Enacting anti-terrorism legislation (SB 514/Sen. Stolle & HB 1120/Del. Albo).** Loopholes in the law must be closed in order to give law enforcement and prosecutors the tools they need to protect our communities. To do so, Governor Warner signed these measures to strengthen the Commonwealth's ability to fight terrorist acts. The bills formally define "acts of terrorism" and "weapons of terrorism" in Virginia law. They make murder in the furtherance of terrorism a capital crime, and they create tougher penalties for maliciously injuring law enforcement officers and firefighters. To attack the financial networks used to fund terrorist activity, the measures expand wiretap authority and strengthen the ability of prosecutors to fight money laundering.

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## First 100 Days

### Secretary of Education

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**Belle S. Wheelan, Ph.D.**  
*Secretary of Education*

#### **VISION**

*To provide life-long educational programs of the highest quality possible for our patrons.*

#### **MISSION**

*The Education Secretariat manages the Commonwealth's educational resources – including state-supported museums and the Library of Virginia – in a manner that ensures the highest possible quality of educational programs.*

#### ***Overview***

The Secretary of Education is responsible to the Governor for 10 agencies:

- Department of Education
- State Council of Higher Education
- Virginia Museum of Fine Arts
- The Science Museum of Virginia
- Frontier Culture Museum of Virginia
- The Library of Virginia
- Jamestown-Yorktown Foundation
- Board of Regents of Gunston Hall
- Commission for the Arts
- Virginia Advisory Council for Adult Literacy.

The *Code of Virginia* creates the Virginia Business-Education Partnership within the Office of the Secretary. In addition, the Secretary of Education is responsible for providing legislative, policy, and budget guidance to the Southwest Virginia Higher Education Center, the Roanoke Higher Education Center, the Virginia Community

College System and its 23 Community Colleges, one two-year, and 15 four-year public institutions of higher education.

### ***Key Accomplishments***

From day one of his term, Governor Warner has made education a priority. During the first 100 days, the administration has taken an active role in formulating a lasting approach to life-long learning in the Commonwealth. As a result of Governor Warner's focus on education, the following key accomplishments were made during the first 100 days of the administration:

**Restoring funding for National Teacher Certification.** The General Assembly agreed to Governor Warner's recommendation to provide funding to reward teachers for achieving national teacher certification. This is the first step toward rewarding these hard-working individuals as they provide the educational experiences for our youngest citizens.

**Emphasizing reading programs in K-3.** It is critical for students, particularly those students in the early grades, to have a strong foundation in reading. The Governor and Secretary of Education have made a concerted effort to promote the importance of reading by traveling to a number of elementary schools to read to students. Over the coming months, continued efforts will be taken to maximize the resources available to promote reading programs around the Commonwealth.

**Creating the Virginia Career Education Foundation.** The Governor recommended and the General Assembly approved funding to create the Virginia Career Education Foundation. The Foundation will serve as a public-private partnership to expand career and technical education in Virginia's public schools. This partnership will award grants to school divisions, assess best practices, and publicize Virginia's career and technical education to the business world.

**Convening a higher education summit.** In May, Governor Warner will convene a higher education summit to discuss research, academic programs, workforce development, and overall management. It will be structured as two, two-day meetings of higher education, business, and legislative representatives.

**Taking politics out of board of visitors appointments.** For too long, partisan politics has excessively intruded on the governance of our colleges and universities. In order to help take politics out of campus board appointments, Governor Warner created the Advisory Commission on Higher Education Board Appointments. The Commission is made up of seven distinguished Virginia citizens, as well as the Secretary of Education and the Secretary of the Commonwealth. The Commission is charged with making recommendations to the Governor of the most highly-qualified individuals to serve our colleges and universities.

**Examining Standards of Quality funding.** The administration and the Board of Education are carefully examining the implications of the recommendations by the Joint Legislative and Audit Review Commission regarding funding for Standards of Quality.

**Pursuing top-ranked higher education research programs.** The administration is committed to having at least 15 research programs at our colleges and universities ranked in the top five of their field by the end of the decade. During the recent budget reduction process, caution was exercised in minimizing the impact on research and development (R&D) budgets. Governor Warner has met with the Congressional delegation to stress the importance of funding R&D activities as a positive contributor to the economy.

**Approving the higher education bond package.** The administration applauds the General Assembly's work in recognizing the need for a significant investment in higher education facilities. The General Assembly approved a plan to invest in our campuses, and Governor Warner will work to implement it. This fall, voters will be asked to approve limited borrowing to fund critical repairs and upgrades in order to prepare our campuses to meet the educational needs of the 21<sup>st</sup> century. The bonds issued to secure this funding will be obtained at the lowest possible cost to the taxpayer thanks to the Commonwealth's coveted triple-AAA bond rating. If approved by the citizens in November, the General Obligation Bond component to the package approved by the General Assembly will provide nearly \$1 billion for needed capital projects at Virginia's state-supported colleges and universities.

**Implementing Office of Civil Rights consent decrees.** Administration officials have met with the Office of the Attorney General, representatives of the federal Office for Civil Rights, the presidents of Norfolk State and Virginia State Universities, and their respective Boards of Visitors to discuss the importance of the consent decrees – the agreements designed to finally level the playing field for historically black colleges and universities. Despite the current financial situation in Virginia, the administration and the universities are committed to meeting the provisions of the agreement.

**Expanding the college savings program.** The Virginia College Savings Plan launched its newest program, CollegeAmerica. In addition to the current Virginia Prepaid Education Program and the Virginia Education Savings Trust, CollegeAmerica will give parents and students another tool in their efforts to be financially prepared for college.

### *On the Legislative Front*

**Restoring school construction funding (HB 30/Del. Callahan).** Governor Warner made a personal commitment to restoring a portion of the funding cuts for construction of public elementary and secondary schools proposed in the budget the previous Governor introduced. The General Assembly agreed with Governor Warner by restoring \$55 million in local school construction funding. This is a first step toward ensuring that the Commonwealth is providing adequate funding to maintain existing facilities and in an attempt to be prepared for the increase of students anticipated over the next decade.

**Approving Career & Technical Advisory Council legislation (HB 335/Del. Hamilton).** Success in America too often has been defined by earning a college degree. As a result, public schools have focused nearly exclusively on preparing students for college, even if that is not the best choice for the individual student. Virginia can no longer afford to treat career and technical education as a second-class education. As a component in the effort to strengthen vocational and technical training, the General Assembly passed a measure to create a statewide panel to recommend a coordinated, multi-agency approach for career and technical programs in our public schools. Governor Warner signed this measure into law.

**Promoting arts funding (HB 1065/Del. Van Landingham).** To promote long-term stable funding for the arts, Governor Warner proposed legislation authorizing the Virginia Arts Foundation to assist not-for-profit arts and cultural institutions and organizations in developing strategies for raising funds from nongovernmental sources.

### ***Agency Initiatives & Accomplishments***

**Receiving grant for State Action for Education Leadership Project (SAELP).** In January, Virginia received a \$250,000 grant from the Wallace Reader's Digest Fund to help craft policies that promote development and retention of educational leaders committed to raising student achievement. SAELP is designed to help states respond to an anticipated shortage of qualified educational leaders and to strengthen the link between effective leadership and student achievement. The Commonwealth Educational Policy Institute (CEPI) of Virginia Commonwealth University will lead the policy development process.

**Convening a committee to enhance the K-12 teaching profession.** The Department of Education and the State Council for Higher Education in Virginia jointly convened this committee, chaired by Dr. Patricia Cormier of Longwood University, to develop a blueprint to enhance the teaching profession. The blueprint will focus on three areas: a comprehensive data system; teacher recruitment, preparation, and retention; and research. The blueprint is expected to be completed in the Fall of 2002.

**Expanding "career switcher" alternative licensing.** After two years of successful pilot programs, the Department of Education's Career Switcher Alternative Route to Licensure Program is now available at seven locations in the Commonwealth. The career switcher program offers qualified men and women currently in other professions an opportunity to begin new careers as classroom teachers, without having to enroll in a traditional teacher preparation program at a college or university. Program providers include George Mason University, Shenandoah University, Spotsylvania County Public Schools, Old Dominion University, Sylvan Teachers Institute, the Richmond Center of the University of Virginia School of Continuing and Professional Studies, and the Western Virginia Public Education Consortium.

**Publishing *Virginia Reads* brochure for parents.** The Department of Education has produced a brochure for parents with tips on how they can help their children become skillful readers. The brochure, *Virginia Reads*, was distributed to students the week of April 15-19 at more than 1,200 elementary and combined schools in the Commonwealth. All children in kindergarten through fifth grade will receive a *Virginia Reads* brochure to take home.

**Broadcasting *Speaking of Education*.** The Department of Education produces a statewide broadcast on public television on the third Sunday of each month. This year's programs have highlighted reading and improving student achievement. The April program introduced the *Virginia Reads* brochure and featured the Secretary of Education and the Superintendent of Public Instruction discussing the importance of partnerships between the home, school, and library to successfully developing reading skills.

**Developing sample SOL scope and sequence guides for English, mathematics, science, and history and social science.** As an additional resource to help school divisions develop curricula aligned to the Standards of Learning (SOL) in English, mathematics, science, and history and social science, the Department of Education developed sample scope and sequence guides. These documents provide guidance for teachers on how the essential understandings, knowledge, skills, and processes that are identified in the Standards of Learning may be introduced to students in a logical, sequential, and meaningful manner.

**Launching *Virginia Education eNews*.** The Department of Education has launched a periodic electronic newsletter highlighting activities, events, and other news from the state Board of Education, the Department of Education, and school divisions across the Commonwealth. Subscribers will receive regular news reports and features from the Virginia Department of Education, news releases, and timely advice on how to help children succeed in school. The first issue was distributed the week of April 15.

**Recognizing outstanding faculty.** The Commonwealth's highest honor for faculty at public and private colleges and universities, the program is in its 16<sup>th</sup> year. It recognizes 11 faculty members for their excellence in teaching, research, and service. Governor Warner spoke at the awards ceremony and hosted a luncheon for award winners and their families.

**Leading nation in Peace Corps volunteers.** March 1 was Peace Corps Day. Virginia institutions with large numbers of alumni serving as Peace Corps volunteers include University of Virginia (ranked 7<sup>th</sup>, with 58 alumni), James Madison University (ranked 18<sup>th</sup>, with 39 alumni), and Virginia Tech (ranked 21<sup>st</sup>, with 35).

**Recognizing outstanding scientists.** In a recent Science Museum ceremony, Dr. David Kinston from Virginia Tech and Dr. Aaron I. Vinik of Eastern Virginia Medical School were named Outstanding Scientists of the Year. Dr. Walter Lawrence Jr. of Virginia Commonwealth University is Life Achievement in Science recipient. Also, AOL Time Warner Chairman Stephen Case is Virginia's Outstanding Industrialist for 2002.

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## First 100 Days

### Secretary of Finance

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**John M. Bennett**  
*Secretary of Finance*

#### **VISION**

*World-class financial management*

#### **MISSION**

*The Finance Secretariat manages the financial resources and systems of the Commonwealth of Virginia in a manner that ensures the trust and confidence of our citizens and the financial community.*

### ***Overview***

The Secretary of Finance oversees five agencies:

- Department of Accounts
- Department of Planning and Budget
- Department of the State Internal Auditor
- Department of Taxation
- Department of the Treasury

These agencies manage the financial transactions of the Commonwealth, from collecting taxes to paying bills and distributing aid to localities. Their responsibilities include forecasting and collecting revenues, managing the Commonwealth's cash and investments, selling bonds and managing the state's capacity, administering the State Employee Fraud, Waste, and Abuse Hotline, training agency internal auditors, improving internal controls and efficiencies in agencies, and preparing and executing the Commonwealth's budget.

## ***Key Accomplishments***

From day one of his term, the Governor's top priority for finance has been restoring Virginia's fiscal integrity. When the Governor took office in January, he faced the challenge of making the difficult decisions to address a \$3.8 billion shortfall over the following 29 months. During the first 100 days, the administration has worked tirelessly to minimize the use of one-time budgetary fixes which would deepen the hole in future budgets while continuing to meet basic needs in education, homeland security, job creation, and preserving the safety net for Virginia's most vulnerable citizens. As a result of Governor Warner's focus on restoring Virginia's fiscal integrity, the following key accomplishments were made during the first 100 days of the administration.

**Addressing structural imbalance in the budget.** When Governor Warner took office, he confronted a budget challenge where state revenue growth was insufficient to cover the cost of the state's spending commitments. To address this structural imbalance, Governor Warner took immediate action, initiating a top-to-bottom review of state government to improve efficiency and eliminate redundancy in state services. He also proposed new restrictions on agency hiring, across-the-board cuts of three percent for the remainder of the current fiscal year, and reductions of seven percent for FY 2003 and eight percent for FY 2004, as well as specific reductions in certain programs. These actions balanced the state budget, and they went a long way toward bringing state spending commitments into line with expected growth in state revenues. These direct and immediate steps were necessary to avoid a prolonged budget shortfall that would have lasted well into future biennia.

**Restoring leadership to budgeting.** Last year, the state failed to pass a budget for the first time in Virginia history. This year, Governor Warner set a new, more cooperative tone and built a bipartisan coalition that won passage of a fiscally conservative budget. Finishing prior to the close of the regularly scheduled session, the budget conferees agreed on a plan that espoused many of the principles of the Governor's agenda items.

**Initiating an action plan to restructure the tax code.** In addition to continuing forward with his promise to conduct a thorough review of the tax structure in the Commonwealth, the Governor has also received approval from the legislature to participate in a multi-state Streamlined Sales Tax Project. The project is intended to develop a sales and use tax system that simplifies the administration and collection of these taxes. This is one of the first steps Governor Warner has taken to restructure the state tax code, and it allows Virginia to participate with other states in crafting model legislation.

**Addressing long-term cash flow problems.** In the face of disappointing economic performance, Governor Warner directed the Department of Accounts to undertake a monthly cash flow analysis and projection for the general fund, which supports the majority of essential state services. Governor Warner's budget amendments were also designed to carefully preserve adequate cash reserves, leaving an unappropriated balance of at least \$100 million in FY 2002, FY 2003, and FY 2004. This unappropriated balance provided a hedge against a downward revision of general fund revenues. In mid-

February, weak revenue collections forced a downward revision of the revenue forecasts, confirming the prudence of Governor Warner's actions.

### ***On the Legislative Front***

**Implementing long-term financial planning (HB 322/Del. Callahan & SB 344/Sen. Chichester).** In order to restore fiscal accountability, the General Assembly approved Governor Warner's plan to bring to state government the same common-sense, long-term financial planning that all successful businesses use. The Warner legislation requires the administration to submit a six-year financial plan to the legislature by the beginning of each regular General Assembly session. Long-term planning will help shape decisions and permit necessary and corrective action before problems become more severe. This long-term financial plan will expand the Commonwealth's awareness of options, potential problems, and opportunities.

**Investing in infrastructure (HB 99/Del. Callahan & SB 31/Sen. Chichester).** Every family knows that if you don't maintain the family home, it quickly falls into disrepair. Yet that's exactly what has happened to too many of Virginia's college and university buildings. The General Assembly approved a plan to invest in our campuses, and Governor Warner will work to implement it. This fall, voters will be asked to approve limited borrowing to fund critical repairs and upgrades in order to prepare our campuses to meet the educational needs of the 21<sup>st</sup> century. The bonds issued to secure this funding will be obtained at the lowest possible cost to the taxpayer thanks to the Commonwealth's coveted triple-AAA bond rating. Careful management of these bond issues will allow these critical investments to be funded, without jeopardizing Virginia's AAA bond rating, or limiting Virginia's future financial flexibility.

**Avoiding major new out-year expenses.** The Governor was successful in getting significant legislation through both houses of the General Assembly, and he also prevented other items from surfacing that would have had a negative impact on the financial situation of the Commonwealth – like spending commitments whose cost balloons years down the road. Neither the House of Delegates nor the Senate passed any of these measures in this difficult economic environment.

### ***Agency Initiatives & Accomplishments***

**Paying tax refunds on time.** In an effort to avoid the widespread late refunds that have occurred in recent years, individual income tax refunds during this processing season have been issued at a rapid pace. As of April 15, more than 1.5 million refunds have been issued – 310,000 more than last year. Almost 99 percent of all refunds have been issued within 12 days, and 99.96 percent have been issued within 30 days. Electronic filing has also increased significantly this year.

Through mid-April, the cumulative error rate on all returns coming into the Department of Taxation was seven percent – about half of the error rate at the same time last year. Improved processes to resolve errors as well as effective strategies to reduce the number of returns requiring a manual ‘error’ review have allowed the department to significantly reduce the inventory of unresolved tax returns and the time to issue refunds on error returns.

**Avoiding short-term budget fixes.** A substantial portion of the budget-balancing measures included in the budget that Governor Warner inherited involved one-time savings and one-time resources. Although these one-time actions would have provided a short-term solution, they would have led inevitably to further budget shortfalls and budget reductions in the future. During the 10 days that the General Assembly allowed for Governor Warner to prepare his budget amendments, the Department of Planning and Budget worked directly with the Governor to eliminate a number of the one-time, short-term fixes and replace them with fiscally sound and responsible solutions.

**Expanding cost savings and efficiency at the Department of Accounts.** Year-end agency payroll reconciliations were completed, and the 2001 calendar year was closed for payroll processing. Nearly 125,000 employee W-2s were printed accurately and in a timely manner. An equal number of employer W-2s were printed for agency archives, and the federal and state copies were filed electronically as required by law. New technology connects the Department of Accounts and the Department of Information Technology over an existing communication line, allowing the Department of Accounts to eliminate a fractional T-1 line. This resulted in a cost savings of \$419 a month, or more than \$5,000 a year.

**Saving money by training auditors internally and investigating fraud, waste, and abuse.** During the first 100 days, DSIA continued to provide to the Commonwealth’s internal auditors with leading-edge training. Through this arrangement and by bringing the instructors to Richmond, the department is able to provide the Commonwealth significant savings in training costs. The Department of State Internal auditor is also responsible for the administration of the State Employee Waste, Fraud, and Abuse Hotline. Since Inauguration Day, 59 Hotline investigations have been completed. Overall, approximately 37 percent of the cases investigated were substantiated. Another 17 percent were cases that were unsubstantiated but were found to have areas where internal financial controls or processes could be strengthened.

**Utilizing conservative revenue estimates.** The Governor began addressing the Commonwealth’s fiscal situation soon after his election when he appointed his Transition Finance Advisory Committee, composed of leading economists, Federal Reserve officials, and former top state finance officials. After receiving the January 2002 revenue results – his first revenue report as Governor – Governor Warner immediately took action by reducing the revenue projections by an additional \$616 million from fiscal years 2002 through 2004. This action set a prudent ceiling for expenditures in the budget development process and was based on a more realistic evaluation of future revenue prospects.

**Expanding customer service at the Department of the Treasury.** The department has been assisting the Governor in identifying the Commonwealth's needs as they relate to the financing proposals approved in the 2002 General Assembly. Through various debt issuing authorities, the department plays an integral role in the implementation of the financing packages passed by the 2002 General Assembly. The Treasury, in conjunction with the Virginia Workforce Council and the Secretary of Finance, has begun developing a program that will guarantee loans for persons enrolled in workforce training courses and in programs that would meet employers' technology workforce needs. Based on the current appropriation, \$2.5 million in such loans can be made. The Treasury has also implemented outreach projects that allow its Unclaimed Property Division to meet with the public face-to-face and answer questions, as well as search the Unclaimed Property System database for reported owners on site.

## **First 100 Days**

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### **Secretary of Health and Human Resources**



**Jane H. Woods**  
*Secretary of Health and Human Resources*

#### **VISION**

*Superior service, support for self-sufficiency and a secure safety net.*

#### **MISSION**

*The Health and Human Resources Secretariat manages the delivery of services and programs to ensure and provide for public health, to provide services for persons with disabilities, to establish health coverage for low-income Virginians, to offer temporary assistance for Virginians working their way toward self-sufficiency, to increase access to health information, and to establish accountability in healthcare delivery.*

#### ***Overview***

The Secretary of Health and Human Resources oversees the following agencies and the Council on Indians:

- Department for Aging
- Department for the Deaf and Hard of Hearing
- Department of Health
- Department of Health Professions
- Department of Medical Assistance Services
- Department of Mental Health, Mental Retardation and Substance Abuse Services
- Department of Rehabilitative Services
- Department of Social Services
- Department for the Blind and Visually Impaired
- Board for People with Disabilities
- Tobacco Settlement Foundation

- Office for Comprehensive Services

Together, these agencies form a social safety net in the Commonwealth by delivering services through an array of programs that are vital to many citizens of Virginia. Many of these services, such as food stamps, cash assistance, and indigent health care, help improve the quality of life for citizens who live at the economic margin. Other services such as long-term care and mental health treatment are specifically designed for the care of frail elderly persons and those Virginians who suffer with mental disabilities. Finally, considerable resources are devoted to the protection of community public health through a variety of programs operated by public health agencies, including communicable disease control and prevention, health education, and maintenance of sanitation and drinking water systems.

### ***Key Accomplishments***

One of Governor Warner's top priorities for Health and Human Resources has been to strengthen the safety net of services for Virginians in need. During the first 100 days, Governor Warner has worked to minimize the impact of budget cuts on services and programs, while preserving this safety net for Virginians. As a result of Governor Warner's commitment to the health and well-being of the citizens of Virginia, the following key accomplishments have been made during the first 100 days:

**Expanding access to healthcare for children.** Governor Warner approved significant changes to the state's health insurance program for children (FAMIS), that are designed to simplify the program's application process, expand the number of children who enroll in the program, and provide funding to pay for the increased number of children who will receive services. Presently, the state has enrolled more than 40,000 children in this program. Nearly 3,000 have been enrolled during the first 100 days of the administration – an increase of more than 10 percent. The program and funding approved by Governor Warner will ensure that every eligible child who applies for health coverage will be insured and that there will be no waiting list for these children.

**Improving services to children.** A centerpiece of Governor Warner's plan for Virginia is to improve the quality of life for the state's most precious resource – children. Accordingly, in the first 100 days of his administration, Governor Warner took action to address concerns regarding access to health care for children in low-income families. Additionally, the Governor worked to enhance state funding to support mental health treatment services for children with emotional problems, while overseeing changes to programs that promote the safety and health of all children in Virginia.

### ***On the Legislative Front***

**Serving Virginians with disabilities (HB 9/Del. Hamilton).** In order to better protect the rights of Virginians with disabilities, Governor Warner proposed legislation to make the Department for Rights of Virginians with Disabilities an independent state agency.

With the signing of this bill, DRVD is removed from the Executive Branch and becomes the Virginia Office of Protection and Advocacy. With the signing of this legislation, Virginia joins the majority of other states that have independent Protection and Advocacy agencies. This bill strengthens the role of the agency in truly protecting persons with disabilities and providing the independent watchdog function that is so vital to the provision of high quality services for all Virginians.

**Approving legislation to expedite permanent foster care placement (SB 538/Sen. Mims).** In an effort to address longstanding problems in the state's foster care system, Governor Warner approved legislation that promotes the attachment of children in foster care to their adult caregiver. Among other things, this legislation requires the court to determine whether reasonable and timely efforts have been made to finalize the permanent placements of certain children in the foster care system.

**Approving legislation for medical treatment of incapacitated persons (SB 483/Sen. Howell).** Governor Warner signed legislation to clarify that a health care provider will not be liable for providing medical treatment, including dental treatment, to an individual in the community who cannot provide informed consent and who has no one to provide consent. In many rural communities across the Commonwealth, health care providers were having major problems getting treatment for a consumer in the community when the treatment was necessary to prevent a future emergency situation. While the Commonwealth will continue to work to find substitute decision makers for every consumer in the community who needs one, this legislation assures that anyone who needs medical or dental care that significantly affects their health and safety will have access to the necessary care.

**Restructuring mental health care system (HB 995/Del. McDonnell).** Governor Warner signed legislation to begin restructuring Virginia's mental health facilities. Rather than targeting specific facilities, this legislation establishes a planning process that must be followed for the closure or conversion of any state mental health facility to any other use. The process requires state and community consensus and planning teams that include all of the affected communities. The team will develop a plan initiated at the grassroots community level up to the Commissioner, the Secretary, the Governor and the General Assembly.

**Restoring funding for treatment of children with emotional problems (HB 30/Del. Callahan).** As a part of his legislative package, Governor Warner requested the General Assembly to restore the funds needed to meet the increasing State cost for services to children with emotional and behavioral problems. Without this funding increase, nearly every locality would have faced an increase in their costs of treating children with emotional problems and would have likely reduced services to this vulnerable population. To ensure that the program's funds are spent in the most cost-effective manner, the Governor directed the Secretary of Health and Human Resources to develop ways to improve both the quality and efficiency of these services for emotionally-disturbed children.

**Assisting parents of newborns (HB 30/Del. Callahan).** Governor Warner approved the restoration of almost \$4 million in funding for the Healthy Families program. In an effort to prevent child abuse and promote healthy living, this program distributes parenting education “tool kits” for new parents, and it promotes the use of parent support groups. Currently 36 local sites are funded, allowing more than 13,000 new families to receive information and services. Over 3,400 of these families will receive intensive home visits from trained counselors.

**Improving institutional care (HB 30/Del. Callahan).** Governor Warner supported an increase of \$1.7 million per year for staff and quality of care improvements in state training centers for people with mental retardation. This action reflects a commitment to improve institutional care even in facilities where federal investigators have not identified patient care issues.

**Protecting community services for persons with mental disabilities (HB 30/Del. Callahan).** Governor Warner also approved budget amendments by the General Assembly that would ensure no cuts in community-based treatment. These services are a vital part of the Commonwealth’s continuing efforts to reduce unnecessary institutionalization and serve disabled persons in their home communities whenever possible.

### ***Agency Initiatives and Accomplishments***

**Improving biopreparedness.** One of Governor Warner’s most ambitious policy efforts in his first 100 days was to initiate the activities needed to establish a program to protect Virginians from, and prepare them for, a possible terrorist attack. The Governor directed a number of agencies, including the Virginia Health Department, to “improve the Commonwealth’s preparedness and response and recovery capability for ...emergencies of all kinds, including terrorist attacks.” In response to this directive, the Virginia Department of Health (VDH) is working with other agencies in Virginia to develop a strategic plan to guide the implementation of a comprehensive program to protect against and prepare for a terrorist threat.

**Filing federal bioterrorism grant proposal.** Governor Warner endorsed two federal bioterrorism grant requests by the Virginia Department of Health totaling \$23.75 million. In endorsing the requests, Governor Warner is approving the creation of 130 bioterrorism-related jobs at state and local health departments that will be funded from combined state and federal sources. Positions range from physicians and epidemiologists to bioterrorism coordinators, planners, educators, trainers, and public information officers. The federal grant requests are intended to upgrade infectious disease surveillance and investigation, as well as expand public health laboratory and communications systems capacities. The expected federal funding is in addition to \$1.8 million the Governor and General Assembly approved to go to health departments for more epidemiologists to investigate and track disease outbreaks. The grant money Virginia will receive is part of the \$1.1 billion provided by President Bush to the nation's

governors in February to immediately begin improving emergency response in case of a biological event.

**Enhancing protections for children.** Under the direction of Governor Warner, major reforms have been initiated in child protective services to promote the safety and well being of children in Virginia. With a new plan known as the “Differential Response System,” reports of serious abuse or neglect will still be investigated, but now, in cases where child safety is determined not to be issue, local agencies will conduct a family assessment response. This system exposes the families to an array of services designed to curtail instances of abuse and neglect. In effect, this system allows parents, community organizations, and faith-based groups to partner with local agencies to promote the safety and well-being of their children.

**Initiating applications for special federal grants.** In the Governor’s first 100 days, two new grants were obtained to meet the needs of some Virginians with disabilities. The first grant, (\$600,000 over three years), will support services for Virginians with brain injuries in low income and rural areas. Second, the Department of Rehabilitative Services was awarded a grant (\$500,000 over four years) for responding to the needs of Virginians with disabilities in the agriculture industry.

**Improving services for older Virginians.** The Governor has granted the Department of Aging the approval to explore the use of federal funds to expand the delivery of home delivered meals, increase access to home modifications that would improve the safety of residences of older Virginians, and to increase the use of ombudsman services to resolve complaints about the quality of care received by older Virginians.

First 100 Days  
**Secretary of Natural Resources**



**W. Tayloe Murphy, Jr.**  
*Secretary of Natural Resources*

**VISION**

*A healthy, balanced natural environment*

**MISSION**

*The Natural Resources Secretariat manages the natural resource conservation activities of the Commonwealth to achieve clean air, pure water, adequate public lands, historic preservation, and to develop and utilize its natural resources.*

***Overview***

The Secretary of Natural Resources oversees eight agencies:

- Chesapeake Bay Local Assistance Department
- Chippokes Plantation Farm Foundation
- Department of Conservation and Recreation
- Department of Environmental Quality
- Department of Game and Inland Fisheries
- Department of Historic Resources
- Virginia Museum of Natural History
- Virginia Marine Resources Commission

These agencies manage all aspects of natural resource conservation and protection. Responsibilities include management of Virginia's state parks, historic preservation, pollution control regulations for air, water and waste, regulation of hunting and fishing, saltwater commercial and recreational fishing regulation, wetlands preservation, preservation of open space, planning assistance for local governments, pollution prevention, endangered species protection, watershed management, non-game wildlife enhancement, and boating safety.

## ***Key Accomplishments***

Governor Warner has repeatedly emphasized his commitment to Virginia's natural and historic resources. He is determined to advance our management and conservation of open space, wildlife, water and air quality, and our historic resources. To this end the following key accomplishments have been made during the first 100 days:

**Restoring professional leadership.** For too long, partisan politics has affected the leadership of Virginia's natural resources efforts. When he took office, Governor Warner was determined to reverse this trend and make professionalism the qualification that matters. To be Secretary of Natural Resources, he tapped a distinguished former Virginia legislator who is known as a noted defender of the environment. His Deputy Secretary of Natural Resources has over 27 years of professional experience in state environmental work, most recently as Director of Program Coordination at the Department of Environmental Quality. The director of the Department of Environmental Quality has nearly 30 years of state experience in environmental work. The Director of the Department of Conservation and Recreation has worked directly with state environmental agencies for 16 years in his capacity as Director of the Chesapeake Bay Foundation. Other agency heads within the Secretariat have long professional track records as well.

**Initiating a review of state water policy.** In his State of the Commonwealth address Governor Warner directed the Secretary of Natural Resources and the Secretary of Health and Human Resources to "develop a comprehensive statewide clean drinking water policy, addressing quality, quantity, and delivery of this most basic need." With an increasing population creating additional demands for water in Virginia, it is critical that we have policies in place that will assure adequate supplies are available. This effort is being coordinated with the State Water Commission in order to accomplish a comprehensive review of state water policy and to make recommendations on improving the quality of our water supply.

## ***On the Legislative Front***

**Proposing new environmental funding (Amendments to SB 592/Sen. Hanger).** At the reconvened session of the legislature, Governor Warner proposed a \$5 per-ton "tipping fee" on each ton of garbage dumped in Virginia. His plan would have been the largest new investment in natural resources protection in many years – with more than \$76 million dedicated annually to open space preservation, water quality improvement, and brownfields restoration. While this proposal was not enacted this session, it was re-referred to the Senate Committee on Agriculture, Conservation, and Natural Resources for action before the next session, and the General Assembly and interested stakeholders are expected to work with Governor Warner to enact a comprehensive plan.

**Initiating study to identify funding alternatives for open space preservation (SJR 159/Sen. Deeds & HJR 255/Del. Bryant).** Under these legislative resolutions, the Secretary of Natural Resources will examine options for providing a stable source of

funding for conservation of open space, including options for additional grant support and public-private partnerships, and other issues regarding land conservation.

**Securing funding to acquire the Big Survey property as Wildlife Management Area (HB 29 & 30/Del. Callahan).** This remarkable area – located in Wythe County – will now be preserved as open space for all citizens of the Commonwealth to enjoy.

**Requiring environmental regulation of power plants (SB 554/Sen. Norment).** When Governor Warner took office, he promised to help bring Virginians together to work on solving difficult problems. The appropriate way to regulate the environmental impacts of power plants is one such problem that involves balancing protection of our natural resources with ensuring an adequate energy infrastructure. Effective regulation of power plants involves more than individual permit decisions; it also involves a comprehensive review of the cumulative impact of new power plants on the environment. This bill represents a reasonable consensus approach for allocating regulatory oversight between the State Corporation Commission and the Department of Environmental Quality, and Governor Warner signed it into law. This law will help promote both an adequate energy infrastructure and a clean environment.

### ***Agency Initiatives and Accomplishments***

**Initiating enhanced environmental impact review process for power plants and other major projects.** All reviewing agencies and the project sponsor are brought together to discuss potential impacts of power plants on the environment and identify options for minimizing and mitigating them. The State Corporation Commission and the Department of Environmental Quality will develop a memorandum of agreement to provide a joint process for addressing these issues.

**Encouraging energy recovery from landfill gas.** The Department of Environmental Quality has obtained approval from the federal Environmental Protection Agency (EPA) for a streamlined regulatory process to encourage energy recovery from landfill gas. This process reduces air pollution from landfills and reduces compliance costs, and it will reduce demands on other fuel sources.

**Protecting non-tidal wetlands.** The Department of Environmental Quality has received a State Programmatic General Permit (SPGP) from the U.S. Army Corps of Engineers with other federal approval. This permit will enable the Department of Environmental Quality to implement its regulatory program to protect Virginia's non-tidal wetland resources.

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## First 100 Days

### Secretary of Public Safety

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**John W. Marshall**  
*Secretary of Public Safety*

**VISION**  
*A Safe and Secure Virginia*

**MISSION**  
*Protect the citizens of Virginia and provide safe communities in which to live and work*

### ***Overview***

The Public Safety Secretariat oversees 11 departments:

- Department of State Police
- Department of Military Affairs
- Department of Corrections
- Department of Juvenile Justice
- Department of Correctional Education
- Department of Criminal Justice Services
- Department of Alcoholic Beverage Control
- Department of Emergency Management
- Department of Fire Programs
- Virginia Parole Board
- Commonwealth's Attorneys' Services Council

Together, these agencies are committed to keeping Virginia a safe place to live, work, and raise a family. To accomplish this mission, the Office of Public Safety enforces the laws of Virginia; provides a range of vital services to state and local law enforcement; actively polices and investigates criminal activity; oversees the imprisonment, education,

treatment, and transition of incarcerated adult and juvenile offenders; manages and supports the Commonwealth's response to natural and man-made disasters; supervises probationers and parolees; regulates the sale and consumption of alcoholic beverages; oversees the National Guard; and supports the administration of justice.

### ***Key Accomplishments***

Since taking office, Governor Warner has set an aggressive pace toward meeting his constitutionally sworn duty to protect the lives, property, and prosperity of Virginia's citizens. Governor Warner's emphasis and progress in homeland security and public safety have been especially important in the wake of the attacks on our country last September 11. The administration's work during its first 100 days includes the following achievements and improvements in public safety:

**Strengthening State Police operations.** Governor Warner places a top priority on safeguarding the citizens of Virginia and understands that law enforcement professionals require and deserve the best tools available to accomplish their difficult and essential mission. Yet even an abundance of the most advanced tools is insufficient to overcome the continuing critical shortage of trained officers among the ranks of Virginia State Police. The administration has thoroughly reviewed and strengthened the recruiting programs and strategies of the State Police, adding three full-time and four part-time recruiters. As a result, in February, 56 trooper trainees enrolled in the 103<sup>rd</sup> Basic Training Session and will graduate in October, with another two Academy classes scheduled to begin in the months ahead.

**Initiating IT solutions for law enforcement.** Never before has technology been so critical to effective law enforcement, investigation, criminal records management, and resource allocation. Within the first 100 days of this administration, significant technology systems enhancements or additions have made possible improved tracking and matching of resources and needs by the Department of Juvenile Justice, the availability of Department of Corrections offender status data to Virginia State Police, the electronic transmittal of fingerprints for speedier background checks and FBI criminal history checks. In addition, nearly 30 patrol vehicles have been retrofitted with mobile computer terminals for quicker, voiceless identification and apprehension of wanted criminal suspects or vehicles. The Department of Corrections also has developed a web-based intranet system to protect vital data, critical employee roles and responsibilities, and essential records in the event of a major disruption to major systems.

**Activating anti-terrorism, homeland security, and emergency response strategies.** One of the lessons of September 11 is that new innovative strategies must constantly be developed and deployed not only to prevent the occurrence of another terrorist incident on Virginia soil, but also as a means for mitigating damages and speeding recovery should such an incident occur. During the first 100 days, the administration has provided terrorism awareness training for all state public affairs officers to detail their role in a crisis situation, sponsored a major conference of emergency management personnel,

located life-saving equipment in regional sites for rapid response, and provided comprehensive training for first responders. It will be implementing plans for a new Emergency Operations Center to be located with the new State Police Headquarters in Chesterfield County. The administration also has significantly stepped up police presence and security at strategic facilities and locations throughout the Commonwealth, including nuclear power plants, airports, tunnel crossings, and hazardous waste and treatment facilities.

**Increasing use of stored DNA samples to enhance criminal investigations.** The use of DNA analysis is perhaps the greatest breakthrough in forensic science since the development of fingerprint analysis. Virginia is one of just 14 states that requires all convicted felons to provide a sample of their blood for inclusion in a state DNA databank. During the first 100 days, Virginia has taken the lead in amassing the nation's largest searchable database of DNA profiles for convicted felons. The database now contains almost 180,000 profiles. From January through March, the Division of Forensic Science received a total of 5,668 samples from convicted felons. Of these, 1,299 were determined to be duplicates of samples already in the database; the remaining 4,369 were processed and entered into the database. A total of 142 “hits” on cold cases and open cases have been made since January by cross-referencing a database of crime scene evidence against the convicted felon database. A state forensic science expert has been tapped to serve on a national panel of experts who will devise short- and long-term approaches to reducing the national backlog of DNA evidence profiles.

### *On the Legislative Front*

**Ending racial profiling (HB 1053/Del. Melvin).** In his address to the General Assembly in January, Governor Warner proposed legislation to end racial profiling. Racial profiling is clearly unfair. In addition, it hurts the effectiveness of police departments, which cannot enforce the law without the full confidence of the citizens they serve. To that end, Governor Warner proposed legislation under which the state will develop a model policy and guidelines for law enforcement to ensure that our officers are sensitive to and aware of cultural diversity and the potential for biased policing. The General Assembly approved this measure, and Governor Warner signed it into law.

**Reforming parole board (SB 647/Sen. Yvonne Miller).** The month before Governor Warner took office, he was troubled to learn that convicted murderers had been paroled without adequate notice to the victims’ families and to local law enforcement and prosecutors. It was clear that reform of the Parole Board was needed in order to protect the safety of our communities. For this reason, he asked Senator Miller to introduce legislation that will strengthen notification requirements for victims and local law enforcement, as well as to make the Parole Board leaner and more efficient. The General assembly approved the measure, and Governor Warner signed it into law.

**Improving restoration of voting rights (HB 1298/Del. Moran).** The Governor and the Secretary of Public Safety support the idea that once a convicted felon has served his

sentence, paid his debt to society and indicated the willingness and ability to live as a law-abiding citizen, he or she should be able to petition for the restoration of voting and civil rights – the most basic of all rights enjoyed by Americans. As a candidate, Governor Warner made clear his intention to streamline this process, and he and the General Assembly have made good on that promise. Now, the Department of Corrections is required to explain the process for regaining voting rights and civil rights fully to all felons immediately upon completion of their sentences. Moreover, the Virginia Supreme Court must make petitions for this purpose widely available at all Circuit Court Clerks' offices throughout the Commonwealth.

**Expanding child abuse recognition training (HB 773/Del. Watts).** Under legislation the General Assembly approved, animal control officers will receive training to recognize and report cases of potential child abuse and neglect. This is based on the premise that children living in homes where animals are abused may be threatened by abuse as well. Because this measure is an important new tool to help protect the children of Virginia, Governor Warner signed it into law.

**Approving additional privacy protections for stalking and domestic violence victims (SB 518 & 485/Sen. Howell).** These measures provide additional privacy protections for stalking and domestic violence victims who have obtained protective orders. Specifically, they prohibit release of the victim's address, telephone number, or place of employment except when needed for a criminal investigation. In addition, these bills strengthen cooperation between law enforcement officials by requiring protective orders to be entered into the Virginia Criminal Information Network System – a central databank designed as a tool to make it easier for law enforcement to track criminals across jurisdictional lines. Senate Bill 518 prohibits fees from being charged for a family abuse protective order, bringing Virginia into compliance with the federal Violence Against Women Act. To expand protections from stalking and domestic violence, Governor Warner signed these measures into law.

**Outlawing cross burning (SB 111/Sen. Yvonne Miller & HB 1173/Del. Sears).** Burning a cross is never about free speech. Historically in Virginia, these aggressive acts have clearly been intended to intimidate. They are reprehensible and intolerable. Virginia had an anti-cross burning statute on the books for many years, but the Supreme Court of Virginia struck the law down last fall. This year, the General Assembly passed new legislation that will put back in place the ban on cross-burning using Constitutionally defensible language. Without referring to a cross, the measure makes it a class six felony to burn any object with the intent of intimidating another person. In order to further demonstrate that there is no place for hate in Virginia, Governor Warner signed these measures into law.

**Establishing a prescription monitoring program (SB 425/Sen. Wampler).** To many who suffer the devastating effects on chronic pain, medications like OxyContin have been a godsend. But conversely, the drug's abuse is a dangerous scourge in many parts of the Commonwealth, nowhere more so than in Southwest Virginia. Senate Bill 425 authorizes a pilot prescription-monitoring program in Southwest Virginia to help curb

OxyContin abuse. Governor Warner signed this legislation as a first step toward addressing an important public safety and public health problem in a measured way. In the coming months, he'll be working with communities, local law enforcement, and health care providers to end OxyContin abuse.

### ***Agency Initiatives & Accomplishments***

**Fighting drugs.** In the first 100 days, the Special Operations Division of the Virginia State Police has confiscated nearly \$1.3 million in narcotics, made 167 arrests, seized 17 weapons, \$55,000 in currency, and \$226,000 in other drug-related assets. Because of its specialized skills and high degree of mobility, this division is able to move quickly against criminal activity when the trade in illegal drugs threatens to destroy neighborhoods and entire communities with devastating economic loss and social damage. With the rapid emergence of organized cells devoted to the manufacture, distribution, and sale of methamphetamines, the State Police secured federal funding of \$250,000 to provide additional personnel, training, public education and equipment to attack these organizations at their source.

**Fighting underage drinking.** The Alcoholic Beverage Control Board has heightened its focus on prevention to keep alcohol out of the hands of under-aged drinkers. It recently awarded \$120,000 in grants to the town of Blacksburg and the counties of Chesterfield and Hanover to develop campaigns to fight underage drinking. With the support of the Pacific Institute for Research and Evaluation, ABC provided training to more than 23 Virginia localities on preventing youth access to alcohol.

**Improving services for juvenile justice.** To address the ongoing needs of youth with substantial mental health impairments in juvenile correctional facilities, the Department of Juvenile Justice is placing all relevant treatment personnel and programs under the direction of the department's Behavioral Services Unit. The complex needs of this population continue to strain the department's ability to effectively and efficiently treat them in a custodial environment that was not designed with this purpose in mind. This unit will foster creative and innovation treatment solutions and better transition services, as well as enhance the department's ability to employ credentialed staff to more appropriately work with these severely troubled young people.

**Strengthening educational programs for juveniles.** In February, the Department of Correctional Education strengthened its program for evaluating the quality of career and technical instruction offered in the juvenile institutions. All teachers of juveniles received specialized training in April to ensure they are able to teach technical knowledge, math skills, employability skills, workplace readiness components and knowledge of the workings of the industry they are studying. New forms, tests, and protocols for administering and scoring aptitude in these areas will begin with the start of the new school year.

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## First 100 Days

### Secretary of Technology

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**George C. Newstrom**  
*Secretary of Technology*

#### **VISION**

*World-class leadership of state-government information technology supporting Virginia's prominence in the twenty-first century global economy.*

#### **MISSION**

*The Technology Secretariat will advise the Governor regarding the growth of information technology to enhance the position of Virginia businesses and the efficient and effective use of information technology in state government so that our citizens reap the benefits of the global digital economy.*

*The Technology Secretariat ensures that Virginia leads technology industries in the twenty-first century global economy by providing the best business environment for the global technology industry.*

#### ***Overview***

The Secretary of Technology oversees four state agencies:

- Department of Information Technology
- Department of Technology Planning
- Center for Innovative Technology
- Virginia Information Providers Network (VIPNet)

These agencies manage the Commonwealth's information technology (IT) and provide resources supporting the growing technology sectors that are helping drive Virginia's economy. Responsibilities include providing and supporting IT products, projects, and services; planning and implementing an IT strategy for state government; integrating and

implementing e-government services; and securing funding for technology-based research and development initiatives across the Commonwealth.

### ***Key Accomplishments***

Governor Warner is committed to ensuring that Virginia's economy is competitive in the 21<sup>st</sup> century's global business environment, to nurturing efforts to commercialize research and development, and to promoting growth in the technology sector. In addition, Governor Warner is committed to ensuring that IT is used to enhance the operation of state government and the delivery of state services to the citizens of Virginia. One of the charges Governor Warner gave to his Commission on Efficiency and Effectiveness is to examine ways that state government can "better use technology to improve service delivery and reduce costs." With the Commonwealth's annual spending on IT products and services estimated to range between \$800 million and \$1.2 billion, there is clearly room for greater efficiency. During the first 100 days, the administration has been focused on active management of these efforts, leading to the following accomplishments:

**Evaluating mission of Center for Innovative Technology (CIT).** The Secretary of Technology has begun a strategic planning process to help define the mission and objectives of the Center for Innovative Technology. Through this process, the Secretary is focusing CIT on efforts that directly impact research and development activities, commercialization of new technology, and ensuring that the entire Commonwealth benefits from the positive contributions that the technology sector continues to make to Virginia's economy.

**Renewing efforts to increase funding to Virginia's universities for research and development activities.** The Virginia Research and Technology Advisory Commission conducted a series of briefings for Virginia's Congressional delegation focused on the importance of increasing the competitiveness of Virginia's universities in research and development activities. The series of briefings made clear that cutting-edge research in areas including information technology and biotechnology are only possible through additional support from the federal government.

**Improving cooperation with the Secretary of Commerce and Trade.** Efforts to promote the growth of the technology sector can only be made possible with the close cooperation of the Secretary of Commerce and Trade. The Secretary of Technology is working in conjunction with the Secretary of Commerce and Trade on a number of technology-related initiatives, and this close cooperation will continue to be a hallmark of the Warner administration.

**Identifying the Commonwealth's IT challenges and opportunities.** In a presentation delivered to the Governor's Commission on Efficiency and Effectiveness, the Secretary of Technology presented an overview of the state of information technology in the Commonwealth. Based upon a preliminary analysis of the current state of the

Commonwealth's management of information technology, the Secretary recommended changes in four key areas:

1. Streamlining core technology as a centralized statewide resource
2. Changing procurement in three areas: management of procurement; leveraging of the Commonwealth's purchasing power; and exploration of all options so as to focus on core business activities
3. Improving accounting for technology budgeting and expenditures
4. Changing the structure of technology funding to encourage investment and return on investment (ROI)

These reforms seek to make Virginia a leader not only in technology, but also in how state governments are managed and governed. With these reforms in information technology, the Governor and the Secretary of Technology will have immediate, tangible impacts upon the efficiency and effectiveness of state government, with measurable, bottom line results.

**Initiating preparation of the statewide strategic information technology plan.** The Secretary of Technology has initiated preparation of the first Statewide Strategic IT Plan containing enterprise-wide initiatives for the cost-effective provision of core technology services. The plan will incorporate best practices from business and industry applicable to the "conglomerate" that is state government. Components of the plan are being prepared on a schedule coordinated with and designed to complement the work of the Governor's Commission on Efficiency and Effectiveness

**Developing accountability in the Commonwealth's IT projects.** Under the direction of the Secretary of Technology, the Department of Technology Planning (DTP) has undertaken efforts to identify and benchmark all major (\$1 million or more) IT projects in state government. A total of 55 projects have been identified through this process. Information related to these projects will be incorporated into a web-based management application called "Project Dashboard," allowing ongoing evaluation of major IT initiatives. Through this process, the administration has been able to identify and address longstanding concerns on two major projects: the Department of Medical Assistance Services' Medicaid Management Information System (MMIS) and the Department of General Services' eVA project. The Office of the Secretary of Technology is actively working with the Secretary of Health and Human Resources on MMIS and the Secretary of Administration on eVA to resolve outstanding issues that have arisen with these projects.

**Continuing and improving leadership in e-government initiatives.** The Commonwealth continues to maintain its leadership in e-government initiatives, as demonstrated by a PriceWaterhouseCoopers study of state websites that ranked Virginia's website eighth in the nation. To maintain this leadership, the Commonwealth has rolled out new e-government initiatives during the first 100 days of the Administration, including:

- **Live state government on-line help** (<http://www.myvirginia.org>). Virginia was the first state portal in the nation to offer live on-line help, providing customer service between 8:00 A.M. and 5:30 P.M. The service, averaging about 550 chats a month, has been a huge success, based upon customer feedback and the significant reduction in customer service inquiries via phone and e-mail. The innovative nature of this service has already been recognized with a 2002 E-Government Pioneer Award, an award that will be presented at the E-Gov 2002 Conference in June.
- **Online research request and payment service at the Library of Virginia** (<https://www.vipnet.org/lov/research.cgi>). The Library of Virginia launched an online service that will allow users to order and pay for Library research materials. Citizens are able to request items such as copies of Bible records, archived information, newspaper articles, and copies of posters, military records, as well as other library materials. After requesting an item, an individual is able to complete the order form online, pay with a credit card, and receive the requested information via the mail.
- **Legislative tracking** (<http://www.vipnet.org/liab/citizen.htm>). The Commonwealth of Virginia launched a new service allowing citizens to track, free of charge, up to five bills under consideration by the General Assembly. Available previously only to subscribers of the Lobbyist-In-A-Box service, the free legislative tracking service was used by over 1,300 individuals during this year's legislative session.

## *On the Legislative Front*

**Improving IT procurement (HB 519/Del. DeVolites).** The Information Age can bring significant cost savings to any organization, including state government – but only if we harness its opportunities wisely. For too long, state information technology projects have experienced too many major cost overruns. It's time to deliver IT projects on time and on budget. By reforming IT procurement and more fully integrating technology into the way we do business, the Commonwealth can serve Virginians better and save money as well. A key first step is legislation to give the Secretary of Technology authority for IT procurement by state agencies, including colleges and universities. The Governor worked to win passage of this legislation.

**Expanding local access to telecommunications services (SB 245/Sen. Wampler & HB 1021/Del. D.W. Marshall).** Governor Warner is strongly committed to helping the people of rural Virginia receive quality, affordable access to the Internet and state-of-the-art telecommunications. Telecommunications have become critical to education and economic development. We must make sure that no part of Virginia is left behind in terms of rapid access to knowledge and the tools to attract and retain businesses. In an effort to speed deployment of high-speed communications infrastructure to under-served areas, Governor Warner signed legislation giving local governments authority to provide

affordable high-speed telecommunications services to residents. This is an important component of his efforts to expand economic opportunity in rural Virginia.

**Reforming strategic planning of state government information technology resources (HB 823 & 824/Del. Nixon).** Governor Warner signed this legislation to give the Secretary of Technology responsibility for security audits and security of government information, as well as a separate measure to clarify the Secretary's responsibility to coordinate planning and implementation of IT projects with statewide application.

### ***Agency Initiatives & Accomplishments***

**Expanding entrepreneurial training programs.** Virginia's Federal and State Technology (FAST) Program launched its entrepreneurship boot camps in Richmond – with others scheduled in Hampton Roads and Northern Virginia. A special Life Sciences Boot Camp is on tap in Charlottesville. These boot camps are one of a number of initiatives (funded through the federal Small Business Administration and the state Center for Innovative Technology) that are geared to help small business owners – particularly women and minorities – to commercialize research developed through the federal Small Business Innovation Research program.

**Facilitating university technology transfer efforts.** CIT launched an initiative with ALCOV, the Association of Licensing Professionals in Virginia, to improve the technology transfer capacity at the state's research universities through a combination of technology and relationship building. This work also provides a foundation to support research into how to improve Virginia's record in commercializing technology, a stated priority of the Governor's as well as a study request by the General Assembly.

**Increasing access to broadband communications.** CIT launched a statewide campaign to increase Virginia businesses' participation in VirginiaLink, a discount program geared towards increasing business access to high-speed, high-quality telecommunications. More than 300 companies are now eligible to purchase services from 14 VirginiaLink partners, who have guaranteed flexible contracts, discounted services, and in some cases, have extended availability in areas that had prohibitive costs for anything more than a low-end connection.

**Providing seed funding for basic research.** CIT provided seed funding and feasibility funding to research consortia working on capturing significant federal funding. Efforts funded during the first 100 days include biodefense, nanotechnology, and homeland defense.

**Facilitating web enablement and e-government initiatives.** The Department of Information Technology (DIT) has been assisting a number of state agencies in their web enablement projects, including the Secretary of the Commonwealth, the Virginia Department of Transportation (VDOT), the Virginia Employment Commission (VEC), the Department of Social Services (DSS), the State Compensation Board (SCB), the

Department of Motor Vehicles (DMV), the State Corporation Commission (SCC), the Department of Human Resource Management (DHRM), and the Virginia Retirement System (VRS). These projects are essential to moving Virginia forward in e-government initiatives and allow agencies to further expand services on the Internet.

**Enhancing information security.** Information security continues to be a focus of the service offerings provided by DIT. Two efforts assisting agency initiatives are:

- **IntelliSHIELD.** DIT created an online application to present CyberSecurity News to promote DIT's IntelliSHIELD service. This service uses a vast global network of security sources to provide real-time alerts about security issues (software vulnerabilities, viruses, Trojan horses and DDOS attacks). The listing of CyberSecurity News can be seen at: <http://www.dit.state.va.us/security/cyberSec/>
- **Virtual Private Network (VPN) Services.** DIT developed a statewide Virtual Private Network (VPN) service through WorldCom that allows encrypted information to be sent across the Commonwealth. During the first 100 days, the State Police have begun implementing this service. It will be the first major agency to convert to the VPN service on a large scale.

**Implementing Virginia Base Mapping Program.** The Virginia Base Mapping Program (VBMP) has successfully completed the capture of high quality aerial photography for the entire state. This accomplishment represents a major landmark in the mapping industry—the most photographs ever taken for a single project in a single, two-month flying season.

Accurate base maps are an essential tool in almost every aspect of state and local government operations. The Virginia Base Mapping Program will for the first time allow every local government and every state agency to share a single, consistent mapping foundation. Completion of the statewide aerial photography (known in the industry as “digital orthophotography”) marks the end of the first phase of the program. The images will be used in the remaining two phases of the program to create accurate photos (“digital orthoimagery”) covering approximately 48,000 square miles, with the end product delivered to each of Virginia’s cities, counties, and state agencies by February 2003. The VBMP is managed by the Virginia Geographic Information Network Division (VGIN) of DTP, and funded by the State E-911 Wireless Services Board.

**Streamlining online filing of unemployment claims.** The Virginia Employment Commission has asked VIPNet (Virginia Information Providers Network) to develop an online service that will facilitate the filing of initial claims for unemployment benefits. The first phase of this project went live in April. Two additional phases – real-time updates to VEC’s database and presentation of the online service in Spanish – will be completed on or before July 1.

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## First 100 Days

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### Secretary of Transportation



**Whittington W. Clement**  
*Secretary of Transportation*

#### **VISION**

*World-class transportation facilities to grow the economy  
and improve the quality of life in the Commonwealth.*

#### **MISSION**

*The Transportation Secretariat seeks to provide transportation facilities and services that  
allow the safe and efficient movement of people, goods, and ideas  
throughout the Commonwealth.*

#### ***Overview***

The Secretary of Transportation oversees six agencies:

- Department of Aviation
- Department of Motor Vehicles
- Motor Vehicle Dealer Board
- Virginia Port Authority
- Virginia Department of Rail and Public Transportation
- Virginia Department of Transportation (VDOT)

#### ***Key Accomplishments***

From day one of his term, the Governor's top priority for transportation has been to restore accountability and to institute sound business practices. By restoring professional leadership to Virginia's transportation agencies, Governor Warner is carrying out his commitment to accountability and operating Virginia's transportation system in a more businesslike manner. Meeting this commitment has required, and will require, making difficult choices with limited resources.

**Securing legislation allowing regional transportation referenda.** To better address the transportation needs of Virginia's two fastest-growing regions – Hampton Roads and Northern Virginia – the General Assembly accepted Governor Warner's amendments to give the voters in each region the chance to vote on how best to help meet their transportation needs. This fall, Hampton Roads voters will decide on a one-percent increase in the sales tax, with the new revenue to be dedicated to critical transportation projects like the proposed Third Crossing. In Northern Virginia, voters will decide on a one-half-percent increase in the sales tax, with the revenue to be set aside for a variety of important road and mass transit projects and programs. If successful, these referenda could provide more than \$12 billion in new transportation funds to these two regions over the next 20 years.

**Completing successful national search for new VDOT commissioner.** One of Governor Warner's first actions during his transition into office was to launch a nationwide search for a new Commissioner of the Department of Transportation. With the cooperation of leading legislators and transportation experts, he commissioned a four-month search by a prominent national recruiting firm. The search team reviewed 125 prospective candidates and concluded with four finalists. In April, Governor Warner hired Philip Shucet to lead the 10,000-person state agency and oversee its \$3.2 billion annual budget.

**Using realistic transportation revenue estimates.** One of Governor Warner's earliest actions was to meet with the Commonwealth Transportation Board and insist that it exercise appropriate oversight of projected revenues and expenditures. Subsequently, Secretary Clement released revised transportation revenue estimates for consideration by the General Assembly. Using simple business models, the Governor and the Secretary of Transportation concluded that previous revenue estimates had overstated available resources by as much as 20 percent. These adjustments will be finalized in June of 2002. While they will create difficult choices, they also will lead to a more credible, reliable, and businesslike approach to transportation funding.

**Seeking Federal Surface Transportation Act Reauthorization.** Governor Warner has designated the reauthorization of the federal surface transportation act (TEA-21) as one of the Commonwealth's top federal legislative priorities. The Governor met with the Virginia Congressional delegation on this matter, and Secretary Clement is meeting each individual member of the Virginia Congressional delegation to understand the varying needs of each Congressional district. Secretary Clement also is taking a lead role with several national organizations to develop a balanced, multi-modal position on reauthorization. These efforts will be critical to maintaining and enhancing Virginia's transportation network over the next six years.

### *On the Legislative Front*

**Reforming driver licensing to protect homeland security (SB 162/Sen. Byrne & HB 638/Del. O'Brien).** Governor Warner worked closely with the General Assembly to craft

legislation that improves the safety and security of the motor vehicle, driver licensing, and personal identification processes in Virginia. Governor Warner has pledged to continue working with the General Assembly and the United States Congress to further improve the safety and security of the motor vehicle registration, driver licensing, and personal identification processes.

**Promoting local road funding flexibility (HB 659/Del. May, SB 77/Sen. Colgan, & HB 297/Del. McDonnell).** Governor Warner worked with key legislators and affected localities to grant greater flexibility in the construction and maintenance of local roads. HB 659 (May) will allow certain counties to implement a “rural rustic road” standard to preserve existing trees and landscapes when rural roads are being paved or upgraded. SB 77 (Colgan) and HB 297 (McDonnell) will allow cities and towns to use construction funds for urban street maintenance projects. This flexibility will assist fiscally stressed cities and towns and ensure that the maintenance of existing infrastructure remains the first priority of the Commonwealth and the municipalities of Virginia.

**Authorizing Virginia Port Authority bonds (HB 30/Del. Callahan).** Governor Warner worked closely with the General Assembly leadership to ensure authorization of a \$135 million Virginia Port Authority bond issue. Proceeds from these bonds will fund dredging and critical infrastructure improvements to ensure that the Port of Virginia remains among the most competitive and secure ports in the world.

**Promoting the Aviation World’s Fair (HB 30/Del. Callahan).** Governor Warner reached an agreement with the General Assembly on an appropriate way to fund the proposed Aviation World’s Fair. The funding agreement calls for an appropriate division of labor among the Commonwealth, localities, Virginia airports, the federal government, and the private sector. This agreement effectively ends a year-long controversy over this important tourism and economic development initiative.

### ***Agency Initiatives & Accomplishments***

**Addressing VDOT cash flow crisis.** Under the leadership of Interim Commissioner Ray Pethel, VDOT successfully managed its way out of a very serious cash flow crisis. In January, the Interim Commissioner determined that VDOT had more than \$250 million in immediate contractual commitments that could not be met. Through a combination of project cancellations, delays, and re-negotiations, VDOT brought short-term cash resources into line with short-term cash needs. Proof of the success of this strategy came in March when VDOT was finally able to issue a “notice to proceed” on its largest-ever single construction contract for the Pinner’s Point interchange in Portsmouth. While many long-term challenges remain, Governor Warner and VDOT successfully changed the approach to transportation cash management.

**Evaluating Dulles rail environmental impact.** Through the efforts of the Virginia Department of Rail and Public Transportation, the Washington Metropolitan Area Transit Authority (WMATA) released the first-ever draft of an environmental document

evaluating numerous alternatives to extend rail to Tysons Corner and eventually to Dulles International Airport. A locally preferred alternative will be chosen later this summer, and Governor Warner has already highlighted the importance of this project to the Virginia Congressional delegation. Although significant additional work remains, this project has made significant progress in recent months.

**Reforming VDOT cost estimation.** Governor Warner, Secretary Clement, and VDOT Commissioner Shucet have instituted a variety of practices to ensure that highway projects are delivered on time and on budget. Research by Interim Commissioner Pethtel revealed that, on average, highway projects costs were 217 percent higher than initially projected and 25 percent higher than initial contract price. These historical factors are being used on an interim basis to improve the accuracy of current project cost estimates. However, the Governor, Secretary, and Commissioner also are committed to longer-term enhancements to the cost estimation process to ensure that VDOT construction projects are delivered on time and on budget.

**Promoting intermodal planning.** Governor Warner has insisted on long-range, intermodal transportation planning in order to ensure that Virginia's ports, airports, highways, passenger rail, and public transit systems fully complement each other today and in the future. As part of this commitment, Governor Warner and Secretary Clement have designated a new Deputy Secretary of Transportation with primary responsibility for intermodal planning. The new Deputy Secretary will be required to meet any relevant legislative mandates, as well as to lead a comprehensive, long-range planning process involving all regions of the Commonwealth and all modes of transportation.

**Enhancing homeland security at Virginia Port Authority.** Governor Warner has taken positive steps to ensure that the Port of Virginia remains the most secure and competitive port system in the world. The Port Authority will be the first in the world to install sensors to identify potential nuclear devices on incoming and outgoing cargo. In addition, the Port of Virginia has been designated by Congress as one of a handful of critical ports of entry. This designation allows the Port of Virginia to apply for millions of dollars in federal grants to further enhance the safety and security of Virginia's port system.